WHEN EVERYBODY WANTS WHAT YOU WANT:

THE MODERATING EFFECT OF TEAM ENVY OF

SUPERVISORS ON THE RELATIONSHIP BETWEEN

ENVY, RELATIONAL ENERGY AND SUBSEQUENT

WORK BEHAVIORS

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Abstract: This dissertation shifts research attention from individual-level envy toward team-level envy (the average level of other team members' envy toward the supervisor). Given that envy leads to tremendous detrimental effects such as social undermining and reduced helping behaviors, it is important to investigate how to mitigate the negative effects of envy on workplace behaviors. Drawing from social comparison theory (Festinger, 1954), I seek to explain when and how other team members' feelings of envy toward the supervisor affect focal employees' reactions to their own feelings of the envy toward the supervisor. I hypothesize the feelings of envy toward the supervisor will reduce the received relational energy from the supervisor. Furthermore, I examine the moderating role of team envy to assess the role that team members play in relation to the focal employee's emotional responses. In three studies, I found that employees' envy reduces received relational energy from the supervisor, but high team envy mitigates this relationship. Also, in Study 2, an online lab study and Study 3, a field study, I found that employees' envy reduces interpersonal organizational citizenship behavior (OCBI) toward the supervisor because the employee perceives the supervisor as undeserved and draws little relational energy from the supervisor. Moreover, high team envy mitigates this indirect relationship because high team envy weakens the positive effect of employees' envy on perceived supervisor undeservedness.

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CHAPTER I

INTRODUCTION

Dissertation Background

Within an organizational context, employees often compare themselves with

people around them (Eissa & Wyland, 2016; Kim & Glomb, 2014; Tai et al., 2012).

Given that supervisors often possess exactly what employees want—higher status, power,

and pay (Guerrero, 2013)—it would be unsurprising if employees felt envious toward

their supervisor. Envy is a painful emotion that arises "when a person lacks another's

superior quality, achievement, or possession and either desires it or wishes that the other

lacked it" (Parrott & Smith, 1993, p. 906). Workplace feelings of envy are problematic

because envious employees tend to be more depressed (Smith et al., 1999) and less

satisfied with their jobs (Vecchio, 2000). Moreover, envy has negative effects on

interpersonal relationships. Envious people often attempt to undermine envied targets

socially and exhibit counterproductive work behavior (CWB) to reduce the gap between

themselves and the envied target (Cohen-Charash & Mueller, 2007; Van de Ven et al.,

2009).

The majority of research on envy has focused on the effects of envy between co-

workers (Cohen-Charash & Mueller, 2007; Duffy et al., 2012; Eissa & Wyland, 2016; Kim & Glomb, 2014; Lee & Duffy, 2019). In my dissertation, I examine a relatively understudied area of research—envy towards the supervisor—and reveal the interpersonal processes between employees and supervisors.

First, I suggest that employees' envy toward their supervisors saps any relational energy they gain from them. Relational energy refers to the level of energy that employees draw from their interactions with a supervisor (Owens et al., 2016). When employees gain relational energy from the supervisor, they feel energized, invigorated, and more engaged in their job (McDaniel, 2011; Owens et al., 2016; Yang et al., 2019). However, as experiencing envy toward one's supervisor indicates one's inferiority when comparing themselves with the supervisor, feelings of envy toward a supervisor are a barrier to increasing employees' received relational energy from their supervisors.

I further suggest that when team envy (i.e., the average level of other team members' feelings of envy toward the supervisor) is high, the negative effect of employees' envy on received relational energy from the supervisor will be mitigated. I argue that this occurs because envy includes a unique component that sets it apart from other emotions—a social comparison between the envier and the envied. Specifically, the social comparison literature (Festinger, 1954) suggests that social comparison is a very selective process, and people stop comparing themselves with others when others are divergent. As team envy increases, it becomes evident that the supervisor is different from employees, so that their success is no longer a subject of comparison. Thus, high team envy diminishes the negative relationship between employees' envy and received relational energy from the supervisor.

Moreover, I reveal the mechanism of how team envy mitigates the negative effect of employees' envy on relational energy by showing that perceived supervisor undeservedness plays an important role. As envy is a negative emotion that arises from unfavorable social comparison, research has found that feelings of envy are positively related to the perceptions of undeservedness (Lieblich, 1971). This is because reappraising the envied target's success as undeserved helps envious individuals to rationalize their inferiority. However, high team envy indicates that other team members also recognize the advantages of the supervisor. Therefore, the focal employee is less likely to appraise the advantages of the supervisor as undeserving. Thus, high team envy mitigates the negative relationship between the focal employee's envy and received relational energy from the supervisor.

Finally, I examine three important behavioral outcomes of relational energy. When employees don't feel energized and invigorated after interacting with a supervisor, they are less likely to conduct interpersonal organizational citizenship behavior (OCBI) toward the supervisor because the positive reciprocity is not formed, and more likely to conduct CWB toward the supervisor to reduce the gap between themselves and the supervisor. Employees' task performance also suffers when the employee has unfavorable social interactions with their supervisor.

In summary, I posit that employees' envy toward their supervisors increases perceived supervisor undeservedness that reduces received relational energy, which, in turn, reduces the focal employee's OCBI toward the supervisor, increases CWB toward the supervisor and decreases focal employee's task performance. I also propose that the indirect effect of employees' envy on OCBI, CWB, and task performance through

perceived supervisor undeservedness and received relational energy will be weakened when team envy is high versus low. The theoretical model is depicted in Figure 1.

This paper makes three main contributions to research. First, this work shifts research attention from individual-level envy toward team-level envy. In general, envy has been considered as a dyadic, or two-person emotion (Smith & Kim, 2007), such that a person envies a particular target. However, I suggest that envy is not only a dyadic emotion; rather, others' feelings of envy can also "construct an interpretation of the situation" (Crick & Dodge, 1994, p. 74). Rather than examining the negative outcomes of envy, I consider how team envy can help mitigate the negative effects of envy. To achieve this, I integrate the theory of social comparison, which helps provide a nuanced mechanism to examine how team envy affects the relationship between employees' envy and perceived supervisor undeservedness and consequently changes levels of relational energy and behaviors. My dissertation advances management research by understanding how team envy can serve as a social cue that affects focal employee's reactions to their feelings of envy toward the supervisor.

Second, by proposing that high team envy benefits the team, this work stands in contrast with past work in drawing from the emotion contagion literature. Past conceptual work on emotion contagion has suggested that team emotions are "powerful forces dramatically shaping and exaggerating individual emotional response" (Barsade & Gibson, 1998, p. 81). For example, anger echoes in group contexts (Fischer et al., 2004; Leonard et al., 2011; Toubiana & Zietsma, 2017) and joy spreads among fans and team members at a sporting event (Niedenthal & Brauer, 2012). With this theoretical framework, one would expect that the relationship between employees' envy toward the

supervisor and the reduced relational energy would be stronger when team envy is high. In this study, however, I argue that envy works differently from other emotions such that high team envy mitigates, instead of amplifies, the negative effects of employees' envy on relational energy and subsequent behaviors. I draw from the counter-contagion literature, which has demonstrated that "the emotions of others spark a different reaction in onlookers" (Barsade et al., 2018, p. 10).

Finally, my dissertation contributes to the literature on relational energy by examining the effect of relational energy on employees' behaviors toward their supervisors (e.g., OCBI and CWB). Previous research on relational energy exclusively focused on how relational energy affects the *receiver's* work engagement and job performance; however, what happens to the *giver* of the relational energy remains unknown. In other words, supervisors may also benefit from the relational energy they encourage in employees. By shifting the attention from *receiver* to *giver*, my dissertation provides nuanced insights about how relational energy affects both parties and teams.

The following is an outline of the dissertation. In Chapter II, I will review extant envy literature. I will also introduce social comparison theory and the concept of relational energy. In Chapter III, I will specifically examine how the focal employee's feelings of envy reduce the received relational energy from the supervisor. I will then present arguments specifying how team envy moderates the relationship between feelings of envy and received relational energy from the supervisor. Specifically, I will address the mediating role of perceived supervisor undeservedness and how received relational energy relates to supervisor-directed OCBI, CWB, and task performance. In Chapter IV, I will explain my method and test my hypotheses. Lastly, in Chapter V, I will discuss the

theoretical and practical implications of this research and identify limitations and avenues

for future research.

CHAPTER II

REVIEW OF LITERATURE

The focus of my dissertation is to understand how team envy affects the

relationship between focal employee's envy toward their supervisor, received relational

energy, and focal employee's subsequent behaviors (i.e., OCBI, CWB, and task

performance). In the sections below, I will review the envy literature, which includes

social comparison theory, social comparison and feelings of envy, malicious versus

benign envy, the consequences of envy, and the key moderators of the effects of envy. I

will then review the literature on relational energy. Specifically, I will discuss the

construct of relational energy, differentiate relational energy from other constructs such

as social support, and leader-member exchange (LMX), and review the outcomes of

relational energy.

Envy Literature Review

Social Comparisons

Social comparison opportunities are abundant in workplaces (Duffy et al., 2012;

Greenberg et al., 2007; Steil & Hay, 1997). In organizational life, where employees often

compete for promotions and resources, employees often engage in social comparisons.

The concept of social comparison can be traced back to Festinger's (1954) social comparison theory. The central idea of Festinger's theory is that humans tend to evaluate themselves based on objective standards. However, when objective standards are absent, humans are inclined to compare themselves with others. Extant research suggests that there are two types of comparisons: upward social comparison and downward social comparison. People make upward social comparisons when they compare themselves with others who are superior or better off in some way. People make downward social comparisons when they compare themselves with others who are inferior or less fortunate (Wheeler, 1966; Wills, 1981). In workplace contexts, Dunn et al. (2012) defines upward social comparison as making comparison with someone whose performance is superior to one's own, whereas downward social comparison was defined as making comparison with someone whose performance is inferior to one's own. Similarly, Dineen et al. (2017) argues upward social comparison happens when job seekers desire resources or the success of referent others.

Social Comparisons and Feelings of Envy

In this paper, I focus on the emotion which is triggered by upward social comparisons: envy. Upward social comparisons help people gain information to evaluate and assess themselves (Gruder, 1971; Wheeler, 1966; Wills, 1981) but it also often leads to feelings of inferiority (Burleson et al., 2005; Wood, 1989). Individuals often experience strong affective reactions (Greenberg et al., 2007; Smith, 2000) when they lack something viewed as self-relevant but not possess (Schimmel, 2008; Smith & Kim, 2007). It is well-established that upward social comparisons threaten one's image and trigger feelings of envy (Cohen-Charash & Mueller, 2007; Moran & Schweitzer, 2008).

Tai et al. (2012) includes the component of upward social comparison in the definition of envy and that envy is a feeling of "pain from unfavorable or upward social comparisons" (p. 108). Similarly, other scholars have defined envy as a painful emotion (Smith & Kim, 2007) that arises "when a person lacks another's superior quality, achievement, or possession and either desires it or wishes that the other lacked it" (Parrott & Smith, 1993, p. 906). These various descriptions highlight the three fundamental conditions associated with envy: unfavorable social comparison, a sense of disadvantage, and the experience of pain (Puranik et al., 2019).

Researchers have conceptualized different types of envy. Dispositional envy is the generalized tendency to experience envy across life situations (Smith et al., 1999). This perspective views envy as a personality trait that is stable over time, which is characterized by a chronic sense of inferiority and ill will toward others (Smith et al., 1999). Specifically, a dispositionally-envious person likely to feel ill will toward someone who is better off. Research has found that people who have a high tendency to feel dispositional envy are more likely to react to low-quality LMX by engaging in deviant behaviors (Kim et al., 2013). Also, dispositional envy has more power to predict feelings of envy than other individual characteristics such as neuroticism, self-esteem, cynical hostility, and social desirability (Smith et al., 1999).

Envy can also be episodic, which arises from one specific occurrence or encounter with a particular target person (Cohen-Charash, 2009). Episodic envy suggests that envy is a state emotion and that individuals experience envy when they compare themselves with certain people. For example, research has shown people feel episodic

envy towards a specific person when they perceive his/her advantages were unfairly obtained (Cohen-Charash & Mueller, 2007).

Finally, the experience of envy has also been conceptualized as situational – when people envy multiple referents in a work or team context (Duffy et al., 2012; Duffy & Shaw, 2000). Situational envy is very similar to episodic envy, except situational envy involves multiple targets instead of a single envied target. For example, some employees feel situational envy towards coworkers if they perceive that they are in direct competition for rewards (Vecchio, 2005). Also, employees feel envy toward coworkers when they are, but their coworkers are not, the target of abusive supervision (Ogunfowora et al., 2019).

Moreover, based on the status of the envied target, there are three levels of envy. The first and the most widely studied category is peer to peer envy. For example, Duffy et al. (2012) studied how employee's feelings of envy toward coworkers motivate social undermining behaviors. This peer to peer envy suggests that employees envy coworkers because coworkers are similar to themselves and have something they want such as higher salary and better office (e.g., Cohen-Charash & Mueller, 2007; Salovey & Rodin, 1984). The second category is upward envy, namely subordinates envying the supervisor (Duffy et al., 2008; Yu & Duffy, 2016). For example, Braun et al. (2018) found that subordinates' upward envy toward the supervisor leads to CWB toward the supervisor. The last category is downward envy, when a supervisor envies their subordinates. This downward envy arises because the supervisor perceives that subordinates have something that the supervisor lacks and thus feels threatened by subordinates' abilities. This self-esteem threat transforms to either abusive supervision or self-improvement, depending on

subordinate's warmth and competence (Yu et al., 2018).

Malicious Envy vs. Benign Envy

Although studies about envy primarily focus on the negative effects of envy, recent studies have suggested more positive views of envy (e.g., Van de Ven et al., 2009). These studies indicate that envy is a complex emotion that can be divided into subtypes: malicious envy and benign envy.

Malicious envy evokes hostile feelings and thoughts that lead to harmful behaviors toward the envied target. Differently, benign envy can motivate people to conduct self-appraisal and work harder. Instead of feeling resentful and stressful, people may make appraisals to understand why they do not measure up. These appraisals motivate self-improvement and reach the goal of reducing the gap between envious people and envied targets. For example, Hill and Buss (2006) suggest that envy is a signal of competitive disadvantage shaped by natural selection and serves as a motivational mechanism to prompt action. Under this view, benign envy is closer to admiration than to envy (Van de Ven et al., 2009). Benign envy is associated with motivation to improve oneself (Van de Ven et al., 2011) especially when a situation is appraised as deserved and controllable (Van de Ven et al., 2012). Also, benign envy directs the envious person's attention to the envied object instead of an envied target person (Crusius & Lange, 2014).

Rather than categorizing envy into two subtypes (i.e., malicious envy and benign envy), I adopt a unitary approach to study the emotion of envy. This approach suggests that envy is a singular emotion with three fundamental conditions: unfavorable social comparison, a sense of disadvantage, and the experience of pain (Lange et al., 2018;

Puranik et al., 2019). Conceptualizing envy as a singular emotion aligns with recent

management research (e.g., Duffy et al., 2012; Kim & Glomb, 2014; Puranik et al., 2019;

Schaubroeck & Lam, 2004; Tai et al., 2012).

Consequences of Envy

Self. Research has demonstrated numerous detrimental effects of envy. Envious

individuals are more likely to have depressive tendencies (Smith et al., 1999), lower self-

esteem (Smith et al., 1999), and lower subjective well-being (i.e., cognitive well-being

and affective well-being, Krasnova et al., 2015). Also, feelings of envy are related to

lower job satisfaction, greater feelings of lack of control, and greater turnover intentions

(Vecchio, 2000, 2005).

Relationships. Envy also affects individuals' social interactions with others.

Because feelings of envy arise as a result of unfavorable comparison, people try to reduce

the gap between themselves and others by pulling the envied target down (Van de Ven et

al., 2009). For example, envious people trust envied targets less (Dunn et al., 2012),

reduce helping behaviors (Gino & Pierce, 2010; Koopman et al., 2019). Even worse,

envy motivates hostility (Salovey & Rodin, 1984), CWB (Cohen-Charash & Mueller,

2007; Kim et al., 2013), hurting behaviors (Gino & Pierce, 2009b) and reduced

cooperation (Parks et al., 2002). Some researchers have argued that these harmful

behaviors occur because envy increases moral disengagement, which allows envious

employees to overcome their self-sanctions and justify their actions as acceptable (Duffy

et al., 2012). Some researchers suggest that envious individuals harm envied targets

because they perceive relationship conflict with them (Eissa & Wyland, 2016). Moreover,

high-performing employees are more likely to be victimized by coworkers because they are more likely to be envied by others (Kim & Glomb, 2014).

People also try to reduce the gap between themselves and others by pulling themselves up (Van de Ven et al., 2009), sometimes in unethical ways. For example, research has found that envy predicts unethical behaviors such as overstating personal accomplishments (Dineen et al., 2017; Gino & Pierce, 2009a) and deceptive behaviors (Moran & Schweitzer, 2008). Moreover, Gino and Pierce (2009a) found that feelings of envy toward wealthy individuals arise when money is made salient, and as a result, people behave unethically to maintain equality. Similarly, (Dineen et al., 2017) found that during the job search process, job candidates conducted deviant behaviors such as resume fraud to reduce the discrepancy with other job candidates.

Group Performance. Feelings of envy also hurt group performance (Duffy & Shaw, 2000). Because feelings of envy motivate withdrawal tendency (Parrott & Smith, 1993), envious team members seek to avoid the comparison person, which then reduces team cohesion. Also, envious team members conduct social loafing as a way to sabotage the comparison person's performance. Taken together, higher levels of envy within the group interfere with group performance (Duffy & Shaw, 2000).

Key Moderators of the Effects of Envy

Because feelings of envy induce many negative behaviors, researchers have explored some key moderators to mitigate the negative effects of envy. For example, Cohen-Charash and Mueller (2007) found that low perceived unfairness weakens the positive effect of envy on harming behaviors. In the team context, Duffy et al. (2012) found that envy leads to social undermining via moral disengagement only when

employees are less psychologically connected to others and coworkers also undermine their colleagues. In addition, when task interdependence is high, the envious person will be willing to share the information with the envied target (Nandedkar & Midha, 2014). Moreover, factors of external environment such as available employment opportunities have been shown to moderate the effect of job search envy on resume fraud (Dineen et al., 2017).

Researchers have also examined the moderating effects of individual characteristics, arguing individuals with certain personalities or characteristics are more likely to temper the negative effect of envy than others. For example, Cohen-Charash and Mueller (2007) found that people with high self-esteem are more sensitive to unfairness and thus react more negatively to envy than people with low self-esteem. Furthermore, individuals with high core self-evaluations are more likely to leverage the feelings of envy by observational learning and advice-seeking (Lee & Duffy, 2019). Crusius and Mussweiler (2012) found that envious individuals were more likely to impulsively purchase desirable goods (e.g., name brand ice cream and candy) when their self-control was taxed. This is because people can't alter or control their emotional responses when self-regulatory resources are depleted. Job performance also moderates the effects of envy on social undermining such that high performers are less likely to socially undermine the envied target because they are less likely to risk their reputation than low performers (Eissa & Wyland, 2016).

Lastly, the envied target's characteristics also matter. Particularly, the effect of envy on deviant behaviors will be stronger when the envier perceives the envied target as cold and competent (Yu et al., 2018).

Literature Review of Relational Energy

The idea of relational energy is adapted from the concept of individual energy, which has been shown to be related to feelings of motivation. Because people's energy is limited, it is crucial to understand the sources of energy employees draw from in order to achieve high productivity (Schwartz et al., 2010). Relational energy examines "other people at work" as the source of energy. Relational energy is defined as "a heightened level of psychological resourcefulness generated from interpersonal interactions that enhance one's capacity to do work" (Owens et al., 2016, p. 37). Relational energy is different from other types of energy because it focuses on social interactions as the key source of energy, whereas previous research primarily focused on individual-level factors (e.g., sleeping quality). Relational energy (Owens et al., 2016) is very important to employees and organizations because relational energy increases the availability of energy beyond organizational resources (e.g., wellness programs or flexible work schedules; Owens et al., 2016), which, in turn, decreases employee burnout. Also, the construct of relational energy focuses on the *receiver* who has been energized by others, rather than the *giver* who expresses energy to others. As employees interact with their supervisors on a daily basis, organizations would benefit from understanding the barriers to increasing employees' received relational energy from the supervisor.

Three theories have been used to conceptualize relational energy: interaction ritual theory, social contagion theory, and conservation of resources (COR) theory. Interaction ritual theory suggests that "participants develop a mutual focus of attention and become entrained in each other's bodily microrhythms and emotions" (Owens et al., 2016, p. 36). For example, people feel excited when they are surrounded by a cheering

crowd. Also, as people seek to increase energy rather than to reduce it, people are motivated to interact with someone who gives them positive interpersonal affect. Social contagion theory examines the spread of emotions and behaviors and thus provides a potential mechanism by which human energy can be spread or become contagious through social interactions. Conservation of resources (COR) theory suggests energy is a scarce resource that people tend to protect and maintain. COR theory explains the functions of social support and social capital, which provides a theoretical foundation for the idea that people tend to foster their energy by interacting with others.

Relational Energy, Perceived Social Support and LMX

Two constructs have been discussed in contrast with relational energy: perceived social support and LMX. Perceived social support is a sense of attachment and belonging that people receive from others (Halbesleben, 2006). A meta-analysis of perceived social support has shown that it only has an effect on work-related emotions when the social support is work-related. This is because work-related social support is more directly related to work demands (Halbesleben, 2006). On the other hand, relational energy equips individuals with psychological resources that can be allocated to job tasks and primarily captures emotional experience (Shirom, 2004). Therefore, perceived social support is less related to envy than to relational energy. It is plausible that envy would not reduce as much perceived social support from the supervisor as received relational energy.

Relational energy is also different from LMX. LMX is a construct that reflects the trust, satisfaction, and enjoyment that people feel about their relationships with their supervisors (Graen & Uhl-Bien, 1995). LMX is more cognition-based than relational

energy. For example, Liden and colleagues (1993) showed that subordinates' perceptions of value similarity with their supervisor predict positive attitudes toward the supervisor. Similarly, Engle and Lord (1997) found that perceived attitudinal similarity increased LMX. Boyd and Taylor (1998) found that personality similarity is important to LMX quality. These arguments are based on the similarity-attraction paradigm (Byrne, 1971), which states that people are attracted to others who are similar in their demographic attributes including race, age, gender, and tenure (Ferris et al., 1994). On the other hand, relational energy is more affect-based. For example, individuals feel relational energy when they interact with people who bring them positive affect (Owens et al., 2016). In summary, LMX captures focal employee's perceptions about the supervisor whereas relational energy reflects the experienced feelings after social interaction with the supervisor.

Outcomes of Relational Energy

Since energy promotes psychological arousal and internal motivation (Porter et al., 2003; Vroom, 1995), it is plausible that relational energy is related to eagerness and increased work effort. In fact, research has suggested that relational energy provides a source of energy that replenishes depleted energy as well as sustains actions (Zohar et al., 2003). In particular, Marks (1977) indicated the effort an individual would put into an activity is largely based on his or her interpretations of other people's energy levels. Empirically, relational energy has been shown to be positively related to job engagement and job performance (Owens et al., 2016). This is because, as a psychological resource, relational energy captures the transference of resources that motivate people to devote efforts at work. On the other hand, the absence of psychological resources leads to

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burnout, which reduces job engagement and performance. Moreover, researchers have found that relational energy triggers intrinsic motivation and increases the sense of membership, and thus increases subordinates' job performance (Yang et al., 2019). Similarly, Wang et al. (2018) found that relational energy fosters positive affect on subordinates and increases task performance.

CHAPTER III

HYPOTHESES DEVELOPMENT

In my dissertation, I focus on employees' feelings of episodic envy toward their supervisors (i.e. upward envy) because an employee's envy toward their supervisor is triggered by a specific comparison and only involves one envied target.

Employees' Envy Toward Their Supervisors

The theoretical evidence of employees' envy toward their supervisors can be traced back to Stein (1997), who argues that "skill, power, authority, and prestige that are associated with leadership may evoke the envy of followers and colleagues" (p. 453). This perspective aligns with the essence of feelings of envy: the envious person wants to have what the envied target possesses. Stein (1997) also posited that feelings of envy may even spill over from the workplace to the supervisor's family and friends. Empirically, Braun et al. (2018) found that employees' envy toward narcissistic leaders motivates supervisor-targeted CWB. Interestingly, Braun et al. (2018) suggested that this phenomenon does not only happen to employees who view themselves as similar to the supervisor, but also happens to other employees.

People tend to perceive themselves as inferior to envied targets (Brigham et al., 1997; Smith et al., 1996) and resent envied targets' superior qualities and achievements (Salovey & Rodin, 1984; Smith & Kim, 2007). Therefore, feelings of envy increase the levels of hostility and aggression (e.g., Ostell, 1996; Silver & Sabini, 1982). In the next section, I explain how employees' envy decreases the relational energy that employees receive from their supervisors.

Employees' Envy Reduces Relational Energy

Although research has found several antecedents of relational energy such as spiritual leadership (Yang et al., 2019) and leader humility (Wang et al., 2018), not much is known about how feelings toward the *giver* (i.e., one who expresses energy to others; in this case, the supervisor) affects the relational energy gained by the *receiver* (i.e., one who has been energized by others; in this case, the employee). Moreover, research suggests that with respect to the construct of relational energy, it is important to examine the level of intensity and valence of emotions (McDaniel, 2011). Therefore, I use the lens of emotion to study relational energy, and focus on the effects of envy on levels of relational energy.

I suggest that employees' envy toward their supervisors reduce the level of relational energy received from the supervisor. Because the nature of envy includes inferiority, pain, and hostility (Smith & Kim, 2007), interacting with the envied target can be aggravating and stressful (Cohen-Charash, 2009). Indeed, research has shown that social interactions with the envied target can be unfavorable, so individuals may choose to withdraw from the situation and avoid the interactions with the envied target (Spector & Fox, 2002). Envy also reduces the desire for friendship with envied targets (Salovey &

Rodin, 1984). As people prefer to interact with a desirable person and seek favorable responses (Argyle, 1983), people will only seek out relational energy from those who can be expected to provide it (Collins, 2004). That is, people evaluate the attractiveness of the situation before they interact with a certain person. When employees suffer from feelings of envy toward the supervisor, it is plausible that their perceived relational energy would be low. Therefore, employees' envy will reduce the energy that individuals receive from interacting with their supervisors.

Hypothesis 1: Employees' envy is negatively related to levels of received relational energy from the supervisor.

Emotional Processes

When examining the outcomes of emotions, researchers adopt two types of perspectives. The first perspective suggests people react to emotions impulsively. This implies a quick and automatic process in which emotions affect subsequent attitudes or behaviors in a preconscious manner (Winkielman & Berridge, 2004). For example, when people feel anger, they fight. When people feel happy, they laugh. This process requires little cognitive effort or cognitive capacity.

The second perspective suggests a more conscious and thoughtful process that includes cognitive appraisals (Baumeister et al., 2007; Russell, 2003). This perspective emphasizes the effects of social context and other people's reactions on the individual's appraisal process, which, in turn, alters one's emotional reactions (e.g., Chaiken & Trope, 1999). Individuals observe and form perceptions about others, and that influences the outcome of emotions they feel. In contrast to the first perspective, this model is more conscious, slow, and thoughtful.

In this study, I adopted the second perspective because I am interested in how team envy moderates the relationship between the focal employee's envy toward the supervisor and received relational energy from the supervisor. By adopting the second perspective, I emphasize the effects of contextual or situational constraints on work attitudes and behaviors. In particular, employees take other team members' feelings into account when evaluating a situation (Fischer et al., 2004).

This stream of research suggests that team members' emotions serve as an immediate environment from which individuals draw expectations and information. Specifically, team members provide "cues which individuals use to construct and interpret events" in the workplace (Salancik & Pfeffer, 1978, p. 226). For example, others' anxiety can make us more sensitive to risks, and thus, we feel anxiety, too (Parkinson & Simons, 2009). Kessler and Hollbach (2005) found that when other team members confirmed the negative stereotypes of in-group identity, anger toward the in-group increased. Similarly, Schmader and Lickel (2006) found that shame was positively related to de-identification with the in-group when other team members confirmed the negative stereotypes. These studies illustrate that when team members hold similar attitudes or emotions as the individual or confirm them, the effect will be even stronger. These affective cues are more influential when the other parties are close to the individual, such as family or close friends (Hoffman, 1981).

Team Envy as the Moderator

In this dissertation, I focus on team envy and study how the feelings of envy held by team members serve as social context information that affects an individual's perceived relational energy from the supervisor. I define team envy as shared feelings of

inferiority, arising from the desire to have what the supervisor possesses. I suggest that team envy weakens the relationship between the employees' envy and relational energy received from the supervisor.

The core premise is that because envy is a painful emotion based on an unfavorable social comparison (Smith & Kim, 2007), when team envy is high, the focal employee will evaluate this social cue and appraise the situation. Specifically, as suggested by Festinger (1954), social comparison is a selective process, and the factor that determines whether we compare ourselves with the other person or not is the discrepancy between ourselves and the other person. People tend to stop comparing themselves with the other person if he/she is very divergent. For example, research has found that two low-scoring subjects ceased to compete against a higher scorer and began to compete against each other after they realized that the competitive advantages of the higher scorer were so high (Hoffman et al., 1954). This process results in 'status stratification' in which some subjects "are clearly inferior, and others are clearly superior" (Festinger, 1954, p. 129). As a result, individuals tend to cease their comparison with others who are so different (Hoffman et al., 1954).

As team envy increases, it becomes more and more evident that the supervisor is different from employees. Consequently, an employee believes he or she will not be able to attain the desired objects or attributes; in other words, what the supervisor has is thought to be outside of one's control. As a result, when team envy is high, the employee is less likely to react to the feelings of envy because the supervisor is just better off.

In other words, when team envy is high, the employee's received relational energy from the supervisor is less affected by the feelings of envy. Specifically, the desire

to have what the supervisor has may be diminished, as high team envy makes it clear that the supervisor is superior to employees. As a result, high team envy helps employees cope with their feelings of envy. As employees reduce or cease the social comparison with the supervisor at the stage of status stratification, the negative effect between the employees' envy and relational energy will be weakened when team envy is high versus low. This aligns with the perspective of the counter-contagion literature, which suggests that emotions of others generate reactions other than the contagion effect (Barsade et al., 2018).

> *Hypothesis 2: Team envy moderates the negative relationship between employees' envy and levels of received relational energy from the supervisor such that the negative relationship will be weakened when team envy is high versus low.*

The Mediating Role of Perceived Supervisor Undeservedness

I further propose that high team envy mitigates the negative effect of employees' envy on relational energy through the perceived supervisor undeservedness. Research has shown that feelings of envy are positively related to feelings of target undeservedness (Van de Ven et al., 2012), namely, the envious person often perceives the envied target's advantages as undeserved. For example, Cohen-Charash and Mueller (2007) showed that when individuals feel that envied targets' success is unfair, they are more likely to hurt the envied target. In contrast, when people perceive an envied target's advantages as deserved, they will feel benign envy toward the envied target (Van de Ven et al., 2012).

In my study, I suggest that the positive relationship between employees' envy and the perceived supervisor undeservedness will be weakened when team envy is high

versus low. As the perception of undeservedness is very subjective and can be changed based on the external environment, the extent of perceived undeservedness is largely dependent on the situation, rather than on the envied target (Feather, 1999). Because high team envy indicates that other team members also recognize the advantages of the supervisor, the focal employee is less likely to appraise the advantages of the supervisor as undeserved. In other words, high team envy confirms that what the supervisor has is widely desirable, appealing, and popular. As such, high team envy will weaken the positive effect of envy on perceived supervisor undeservedness, and employees are less likely to suffer from receiving less relational energy due to the feelings of envy.

In contrast, in the context of low team envy, the envious focal employee is less likely to perceive the supervisor as deserving advantages and more likely to react negatively to the feelings of envy. In summary, I suggest that by weakening the relationship between employees' envy and perceived supervisor undeservedness, high team envy mitigates the negative relationship between employees' envy and relational energy through perceived supervisor undeservedness.

> *Hypothesis 3: Team envy moderates the indirect negative effect of employees' envy on levels of received relational energy through perceived supervisor undeservedness such that the negative indirect effect will be weakened when team envy is high versus low.*

Behavioral Outcomes of Relational Energy

OCBI. I further argue that received relational energy from the supervisor is positively related to the focal employee's OCBI toward the supervisor. OCBI is defined as a voluntary behavior that goes beyond the core tasks and includes behaviors such as

helping others who have been absent and solving work problems for others (Podsakoff et al., 1990; Smith et al., 1983).

When employees can draw relational energy from the supervisor, they are more likely to conduct OCBI because the form of reciprocity is established. For example, Li et al. (2017) found empowering leadership motivates followers' OCBI through individual psychological empowerment. Colquitt et al. (2013) revealed that social exchange quality is positively related to OCBI. In contrast, if employees do not receive relational energy from the supervisor, they are less likely to reciprocate the resources by helping supervisors. Taken together, since OCBI is a voluntary behavior that is not required by the job descriptions, employees are less likely to perform it if they are not motivated to reciprocate resources to supervisors. I propose that reduced relational energy resulting from employees' envy would reduce employee's willingness to engage in OCBI toward the supervisor. Combined with Hypothesis 3, which argues that the moderating effect of team envy on the relationship between employees' envy and relational energy is mediated by perceived supervisor undeservedness, I propose:

> *Hypothesis 4: Team envy moderates the negative indirect effect of employees' envy on OCBI through perceived supervisor undeservedness and relational energy, such that the negative indirect effect will be weakened when team envy is high versus low.*

CWB. CWBs are defined as behaviors aimed at causing harms to others (Conlon et al., 2005; Robinson & Bennett, 1995). I suggest that relational energy serves as a stronger indicator of the quality of the interpersonal relationship between the supervisor and the focal employee. When the focal employee feels less energized after interacting

with the supervisor, they are likely to consider their relationship as low quality (Owens et al., 2016). Relational energy provides critical feedback regarding the quality of interpersonal relationships. When interactions are unpleasant, they suggest that the focal employee does not have strong ties with the supervisor. Consequently, the focal employee will easily engage in CWBs to reduce the gap between themselves and the supervisor. Low-quality working relationships with the supervisor, however, also reflect low levels of mutual trust and respect between the focal employee and the supervisor (Graen and Uhl-Bien 1995), which can motivate CWBs. Combined with Hypothesis 3, I propose:

> *Hypothesis 5: Team envy moderates the positive indirect effect of employees' envy on CWB through perceived supervisor undeservedness and relational energy, such that the positive indirect effect will be weakened when team envy is high versus low.*

Task Performance. The final behavioral outcome I am interested in is task performance. Task performance captures the extent to which employees satisfy and accomplish their job responsibilities (Rotundo & Sackett, 2002; Williams & Anderson, 1991). Although task performance reflects how well employees perform formal job descriptions, it also includes the multitude of job duties that exceed job requirements both qualitatively and quantitatively (Katz & Kahn, 1978). In this regard, high task performance is related to high proficiency (Borman & Brush, 1993), high levels of personal discipline (Campbell, 1990), and positive interpersonal relationships with others (Murphy, 1989).

As experiencing relational energy increases employees' engagement, research has found that relational energy increases task performance after controlling for LMX (Owens et al., 2016). This is because when employees have high relational energy with their supervisor, they experience positive activated emotions such as vigor, stamina and vitality. These activated positive emotions encourage employees to devote effort to work tasks (Carmeli et al., 2009). Specifically, Carmeli et al. (2009) found that vigor is associated with increased performance. Therefore, employees who receive more relational energy from the supervisor perform better than employees who receive less relational energy.

In contrast, when employees receive little relational energy from the supervisor, they are less likely to reciprocate their supervisors with loyalty and work effort, which are two important factors of high task performance (Homans, 1961). In this respect, employees' envy reduces the focal employee's relational energy, which demotivates them to devote efforts in their work. Combined with Hypothesis 3, I propose:

Hypothesis 6: Team envy moderates the negative indirect effect of employees' envy on task performance through perceived supervisor undeservedness and relational energy, such that the negative indirect effect will be weakened when team envy is high versus low.

Other Potential Mediators

The model I proposed in Figure 1 is based on social comparison theory and suggests that team envy moderates the relationship between employees' envy and relational energy via perceived supervisor undeservedness. However, it is important to note that other theoretical frameworks and mechanisms exist. In the section below, I lay

out two potential mediators to explain why high team envy mitigates the negative effect of employees' envy on relational energy. The two potential mediators are perceived social support from other team members and feelings of inferiority.

Perceived Social Support from Other Team Members. One possibility is that perceived social support increases when team envy is high (i.e., team members share the same feelings of envy as the focal employee), thus reducing the negative effect of envy on relational energy. This is because in the context of a group, people feel psychologically comfortable when they know that others share the same feelings as they do, even if the shared feeling is negative. For example, research has shown that higher perceived emotional synchrony leads to stronger perceived social support and higher endorsement of social beliefs and values (Páez et al., 2015).

The rationale is that people tend to seek others' understanding of their feelings and opinions. When they know that others share the same feelings, the needs for being understood and having a sense of union are satisfied (Durkheim, 1912). Thus, high team envy would increase perceived social support from other team members.

Furthermore, envy depletes human resources and energy, but social support can compensate (Hobfoll, 1989). Hobfoll (1989) specifically suggested that "although loss of resources is stressful, individuals may employ other resources to offset net loss" (p. 518), and research has shown that perceived availability of social support buffered the negative effects of work stress (Terry et al., 1993).

In the context of my study, social support is a valuable resource that makes up for the loss of resources that feelings of envy bring. As such, high team envy will increase the perceived social support gained from other team members, which helps the envious focal employee to cope with the feelings of envy. It is thus possible that the negative effect of employees' envy on relational energy will be weaker when team envy is high because envious employees are more likely to feel that their perspective is supported by other team members.

Feelings of Inferiority. Inferiority is an important component of envy (Smith & Kim, 2007): people make upward social comparisons and feel inferior compared with the envied target. "Inferiority is a feeling of one's own weakness or incompetence" that contains negative self-evaluation (Neckel, 1996, p. 21). Different from perceived supervisor undeservedness, which is the appraisal employees make to rationalize their inferiority. Inferiority indicates that one "holds oneself responsible" (Neckel, 1996, p. 21). Namely, when people feel inferior, they tend to have negative feelings and perceive that they are responsible for improving themselves (Neckel, 1996).

However, at the same time, employees can find excuses to reduce the extent of self-responsibility (Neckel, 1996), thus reducing their feelings of inferiority. I suggest that high team envy serves as a strong indicator that other team members also feel inferior when they compare themselves with the supervisor. This "collective" inferiority among team members creates a condition for the focal employee to feel less responsible for their own inferiority since everyone in the team feels inferior. As such, when team envy is high, the envious

focal employee is less likely to be affected by feelings of envy because high team envy mitigates the positive effect of employees' envy on feelings of inferiority. I suggest that the positive effect of employees' envy on relational energy will be weaker when team envy is high because envious employees are less likely to feel that they are inferior to their supervisors.

In sum, I consider these potential mediators as I design my studies and empirically test the model because they provide different perspectives about how high team envy mitigates the negative effect of employees' envy on relational energy. Specifically, I included the measure of perceived social support in Study 2. In Study 3, I included both measures of perceived social support and feelings of inferiority.

CHAPTER IV

METHODOLOGY

I conducted three studies to examine my hypotheses. In Study 1, I investigated Hypotheses 1 and 2 in a two-wave panel study involving working adults. Specifically, Hypothesis 1 predicts that employees' envy will reduce levels of received relational energy from the supervisor and Hypothesis 2 predicts that this relationship will be weakened when team envy is high versus low.

Study 2 utilized an experiment to establish causality by manipulating the level of team envy. As in Study 1, Study 2 tested Hypotheses 1 and 2. In addition, Study 2 tested whether team envy moderates the indirect negative effect of employees' envy on levels of received relational energy through perceived undeservedness of the supervisor (H3). Study 2 also tested whether team envy moderates the mediated relationship between employees' envy and OCBI (H4), CWB (H5), and task performance (H6) through undeservedness and relational energy.

Finally, Study 3 utilized a multi-source field design and tested Hypotheses 1-6 by collecting field data from teams within a large manufacturing firm. Overall, the multi-method approach helps provide both internal and external validity.

Study 1

Participants and Procedure

I collected data from North America using Amazon Mechanical Turk (MTurk). I recruited participants with 95% approval ratings on MTurk and pre-approved participants based on whether they were currently working, whether they had a supervisor, and whether they had three or more team members who worked under the same supervisor as they did. In total, 356 employees participated in the Time 1 survey. Four work days later, 319 of them participated in the Time 2 survey (response rate: 89.6%). I excluded 40 responses that did not provide the same name for the supervisor at Time 1 and at Time 2. Therefore, the final sample was 279 employees (122 men and 157 women; $M_{age} = 36.86$, $SD_{age} = 12.12$).

At Time 1, participants were asked to write down the name of their supervisor. This person was described as the individual to whom they reported and with whom they worked closely. Participants then answered questions about their feelings of envy toward their supervisor.

Four days later, participants received an email via Mturk inviting them to participate in the Time 2 survey. Participants were first asked to write down the name of the supervisor whom they named at Time 1. Then, participants were asked to recall three coworkers who had the same supervisor and with whom they worked closely. Participants then answered questions about each coworker's feelings of envy toward the supervisor. Finally, participants answered questions about their levels of relational energy received from the supervisor and about demographics.

Measures

All measures were rated on a Likert-type scale (1 = *strongly disagree* to 5 = *strongly agree*).

Employees' envy. At Time 1, participants responded to a three-item measure of envy developed by Duffy et al. (2012). They were asked to indicate how they felt when they compared themselves with the supervisor. A sample item is "I feel resentment that [the name of the supervisor] has it better than I do" (α = .90).

Team envy. At Time 2, I asked participants to rate each of their coworkers' feelings of envy toward the supervisor using the same measure of envy as at Time 1. I changed the referent from "I" to "[the name of the coworker]." A sample item is "When [the name of the coworker] compares him/herself with [the name of the supervisor], [the name of the coworker] feels resentment that [the name of the supervisor] has it better than he/she does" (α = .93). Team envy towards the supervisor was calculated using the average score of the three coworkers' feelings of envy toward the supervisor (Chan, 1998), and I tested the validity of aggregation. The test supported aggregation, ICC(1) = .75, F = 3.97, p < .001, r_{WG} = .75.

Received relational energy. Participants responded to a measure of relational energy that includes three items (Owens et al., 2016) at Time 2. I asked the following: "Please indicate the extent to which you agree with the following statements about your interaction with [the name of the supervisor]." Sample items are "I feel invigorated when I interact with [the name of the supervisor]" and "After interacting with [the name of the supervisor], I feel more energy to do my work" (α = .95).

Results

Table 1 shows the means, standard deviations, and correlations for all study variables.

Hypothesis Testing

I utilized Hayes'(2012) SPSS PROCESS macro Model 1 to test the hypotheses (Preacher et al., 2007). I found that employees' envy was negatively associated with levels of received relational energy from the supervisor (b = -.44, SE = .08, p < .001, 95%CI[-.60, -.28]), supporting Hypothesis 1. For the moderation effect, I mean-centered the variables (employees' envy and team envy) before conducting the moderation analysis. The results showed that there was a significant interactive effect (b = .14, SE = .07, p = .04, 95%CI[.01, .27]). The conditional effect was examined at low and high levels of team envy (-/+ SD). I found that the negative effect of employees' envy on levels of received relational energy from the supervisor was weakened when team envy was high (b = -.32, SE = .08, p = .002, 95%CI[-.48, -.15]) versus low (b = -.57, SE = .11, p < .001, 95%CI[-.79, -.35]; see Figure 2), supporting Hypothesis 2.

Post Hoc Power Analysis

I performed the post hoc power analysis using G*Power (Faul et al., 2007). The results demonstrated that the power to detect an effect was .99 (f = .13, α = .05, N = 279).

Discussion of Study 1

In Study 1, I found support for Hypotheses 1 and 2. Specifically, the results showed that employees' envy was negatively related to levels of received relational energy from the supervisor. Additionally, team envy moderated the relationship between employees' envy and received relational energy from the supervisor. However, although Study 1 used a time-lagged study design, there are still some drawbacks. First, common

method bias may be an issue because of single-source response (Podsakoff et al., 2003). Second, the mechanism of why team envy moderates the relationship between employees' envy and levels of received relational energy from the supervisor was not tested. Finally, behavioral outcomes were not tested. Therefore, Study 2, a lab study, aimed to solve these issues. In addition, the lab study established internal validity by manipulating levels of team envy.

Study 2

Participants and Procedure

I invited 230 undergraduate students enrolled in a management course at a southwestern university to participate in an online study in exchange for extra credit. To qualify to participate in the study, participants had to have completed a team assignment with at least two other students in which there was a team leader (who was not the focal participant) in any class. The final sample size was 168 students (68 men and 100 women; $M_{age} = 23.32$, $SD_{age} = 5.80$).

Participants were asked to spend 4-5 minutes on writing an essay about what the team assignment was, which class it was for, what the team leader did, and what they did. Participants then assessed their feelings of envy toward their team leader.

I manipulated team envy by altering the scenarios that participants read. Participants were randomly assigned to the high team envy condition or the low team envy condition. Participants imagined that they were working on a new project with the same teammates.

In the *low team envy* condition, participants read the following information:

As you are working with your teammates, they start to talk about [name of the team leader], and you soon learn that your team members DO NOT feel envious

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towards [name of the team leader]. In other words, your team members DO NOT want to have what your team leader has.

In the *high team envy* condition, participants read the following information:

As you are working with your teammates, they start to talk about [name of the team leader], and you soon learn that your team members feel envious towards [name of the team leader]. In other words, your team members want to have what your team leader has.

Participants were then asked to take 3-5 minutes to think and write about how their team members' attitudes toward the team leader would affect the team, their feelings, and how they would treat their team leader.

Later, participants answered questions for a team envy manipulation check and about perceived undeservedness, levels of received relational energy from the team leader, intended OCBI, intended CWB, estimated task performance, and demographics.

Measures

All measures were rated on a Likert-type scale (1 = *strongly disagree* to 5 = *strongly agree*).

Employees' envy. In Study 2, I used a different measure of envy. This measure includes four items and is more focused on the affective aspects of envy than on the cognitive aspects of envy (Cohen-Charash, 2009). Sample items are "When I compare myself with [the name of the team leader], I feel envious" and "When I compare myself with [the name of the team leader], I feel bitter" (α = .80).

Manipulation check for team envy. To check the team envy manipulation, I asked participants to rate their team members' feelings toward the team leader based on the scenario that they had just read. The manipulation check was measure with the same

four items of envy. However, I changed the reference to "My team members". A sample item is "My team members feel envious toward [the name of the team leader]" ($\alpha = .93$).

Received relational energy. Participants responded to the same measure of received relational energy as in Study 1 ($\alpha = .85$).

Perceived undeservedness. Participants rated the extent to which the team leader deserved the advantages that he/she had. Adapted from the work of Heuer et al. (1999) and Feather and Johnstone (2001), I developed a three-item measure of perceived undeservedness of the team leader. The three items are "[the name of the team leader] deserves to be treated in a positive manner by team members," "[the name of the team leader] deserves the position of the leader," and "[the name of the team leader] deserves the advantages he/she has" ($\alpha = .74$). All the items were reverse-coded, so higher number reflects higher levels of perceived undeservedness.

OCBI. Participants rated their intended OCBI using an established scale that consists of three items (Lee & Allen, 2002). A sample item is "I will help [the name of the team leader] with his/her duties" ($\alpha = .86$).

CWB. Participants rated their intended CWB using an established scale that consists of three items (Aquino et al., 2006). A sample item is "I will try to make something bad happen to [the name of the team leader]" ($\alpha = .83$).

Task performance. Participants rated their estimated task performance using a three-item scale (Williams & Anderson, 1991). A sample item is "I will fulfill responsibilities associated with my job description" ($\alpha = .95$).

Perceived social support. I also assessed perceived social support as an alternative mediator using three items developed by Van Yperen and Hagedoorn (2003).

A sample item is "I can rely upon my team members when things get tough during the team task" (α = .86).

Results

Table 2 shows the means, standard deviations, and correlations for all study variables.

Hypotheses Testing

I utilized the same procedure as in Study 1 to test the Hypotheses 1 and 2 (Preacher et al., 2007). I found that participants' feelings of envy toward the team leader were negatively associated with levels of received relational energy from the team leader (b = -.41, SE = .13, p = .003, 95%CI[-.67, -.15]), supporting Hypothesis 1. The results also showed that there was a significant interactive effect of feelings of envy toward the team leader and team envy on levels of received relational energy from the team leader (b = .40, SE = .20, p = .04, 95%CI[.01, .78]), supporting Hypothesis 2. The conditional effect was examined for the low and high team envy conditions. I found that the negative effect of feelings of envy toward the team leader on levels of received relational energy was significant when team envy was low (b = -.41, SE = .13, p = .003, 95%CI[-.67, -.15]) but was not significant when team envy was high (b = -.01, SE = .14, p = .94, 95%CI[-.29, .27]; see Figure 3).

I utilized Hayes'(2012) SPSS PROCESS macro Model 7 to test the Hypothesis 3 (Preacher et al., 2007), which predicts that team envy will moderate the negative indirect effect of envy toward the team leader on levels of received relational energy through perceived undeservedness of the team leader. The results showed that the interactive effect of envy toward the team leader and team envy on perceived undeservedness of the

team leader was significant ($b = -.33$, $SE = .17$, $p = .04$, 95%CI[-.67, -.02]). Figure 4 depicts this relationship and illustrates that the relationship between envy toward the team leader and perceived undeservedness of the team leader was significant when team envy was low ($b = .59$, $SE = .11$, $p < .001$, 95%CI[.37, .81]) and that the effect was weakened when team envy was high ($b = .25$, $SE = .12$, $p = .04$, 95%CI[.01, .49]). Moreover, the direct effect of perceived undeservedness of the team leader on levels of received relational energy was significant and positive ($b = .50$, $SE = .08$, $p < .001$, 95%CI[.33, .66]). The indirect effect of envy toward the team leader on levels of relational energy through perceived undeservedness of the team leader was significant and negative when team envy was low ($b = -.29$, $SE = .07$, 95%CI[-.44, -.17]) and was not significant when team envy was high ($b = -.12$, $SE = .08$, 95%CI[-.29, .01]), supporting Hypothesis 3.

To test Hypotheses 4-6, we used Preacher et al.'s (2007) path analytic approach with 5,000 bootstrapped samples and 95% confidence interval in Mplus. Hypothesis 4 predicts that the negative indirect effect of envy toward the team leader on OCBI through perceived undeservedness of the team leader and levels of received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of levels of received relational energy on OCBI was significant and positive ($b = .31$, $SE = .15$, $p = .04$, 95%CI[.03, .60]). The indirect effect of envy toward the team leader on OCBI through perceived undeservedness of the team leader and levels of received relational energy was significant and negative when team envy was low ($b = -.09$, $SE = .05$, 95%CI[-.23, -.01]), and the effect was weakened when team envy was high ($b = -.04$, $SE = .03$, 95%CI[-.14, -.001]), supporting Hypothesis 4.

Hypothesis 5 predicts that the positive indirect effect of envy toward the team leader on CWB through perceived undeservedness of the team leader and levels of received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of levels of received relational energy on CWB was not significant ($b = .07$, $SE = .04$, $p = .10$, 95%CI[-.02, .16]). As a result, perceived undeservedness of the team leader and levels of received relational energy did not mediate the relationship between envy toward the team leader and CWB, regardless of the level of team envy (low team envy: $b = -.02$, $SE = .01$, 95%CI[-.05, .003]; high team envy: $b = -.01$, $SE = .01$, 95%CI[-.04, .001]). Thus, Hypothesis 5 was not supported.

Hypothesis 6 predicts that the negative indirect effect of envy towards the team leader on task performance through perceived undeservedness of the team leader and levels of received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of levels of received relational energy on task performance was not significant ($b = -.04$, $SE = .10$, $p = .72$, 95%CI[-.24, .17]). As a result, perceived undeservedness of the team leader and levels of received relational energy did not mediate the relationship between envy toward the team leader and task performance, regardless of the level of team envy (low team envy: $b = .01$, $SE = .03$, 95%CI[-.05, .07]; high team envy: $b = .004$, $SE = .02$, 95%CI[-.02, .05]). Thus, Hypothesis 6 was not supported.

Testing of Other Potential Mediator

I further tested the alternative mediator: perceived social support. I found that there was no interaction of envy toward the team leader and team envy on perceived social support ($b = .18$, $SE = .21$, $p = .40$, 95%CI[-.25, .56]) and that perceived social

support was not associated with levels of received relational energy ($b = .03$, $SE = .09$, $p = .72$, 95%CI[-.14, .21]). Thus, I ruled out the alternative mediator of perceived social support.

Post Hoc Power Analysis

As in Study 1, I performed the post hoc power analysis using G*Power (Faul et al., 2007). The results demonstrated that the power to detect an effect was .80 ($f = .07$, $\alpha = .05$, $N = 168$).

Discussion of Study 2

In Study 2, I manipulated team envy in an experiment to establish causality and explored a potential mediator. I found support for Hypotheses 1-4, found evidence that undeservedness is a central mediator and ruled out perceived social support as the alternative mediator. To further enhance external validity, Study 3 utilized an organizational setting and used supervisor-rated data to reduce the concerns of common method variance (Podsakoff et al., 2003). In addition, Study 3 measured the actual behavioral outcomes, instead of the intended behaviors. Moreover, I conducted multilevel path analysis in Mplus Version 7 (Muthén & Muthén, 2012) to analyze my hypotheses because employees were nested within teams.

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Study 3

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Participants and Procedure

For Study 3, I recruited participants from a large bottled water company located in the United States. The company's human resources director identified a pool of 1508 employees and 129 supervisors to recruit for the study and communicated to these employees and supervisors that the firm had agreed to participate in a study examining

work engagement. The human resources director also provided me with the roster of employees and supervisors. All employees worked only on one team, under the supervision of one supervisor. Employees referred to the team by their supervisor's name. The company's human resources director emailed employees with an explanation of the study purpose and a link to the employee survey. Supervisors received a survey link that asked them to evaluate their subordinates. The questions were created in Qualtrics.com.

The survey for employees asked them to assess their own feelings of envy toward their supervisor, their levels of received relational energy from the supervisor, and perceived supervisor undeservedness and to answer demographic questions. The survey for supervisors had an explanation of the study purpose and asked about their employees' OCBI,CWB, and task performance. In all, I received responses from 191 subordinates (97 men, 54 women, and 40 did not report; $M_{age} = 37.28$, $SD_{age} = 12.78$) and 67 supervisors from 67 teams ($M_{size} = 2.85$, $SD_{size} = 2.35$), with a response rate of 12.67% for employees and 51.93% for supervisors. Subordinates had an average organizational tenure of 4.51 years ($SD = 3.67$). The majority of the employee sample was Caucasian (50.3%), with the remainder identifying as Hispanic (22.6%), Asian (12.3%), Black (5.2%), two or more races (3.9%), Native American (0.6%), or other (5.1%).

Measures

All measures were rated on a Likert-type scale (1 = *strongly disagree* to 5 = *strongly agree*).

Subordinate Measures

Employees' envy. Employees' envy was measured using the same items as in Study 1 ($\alpha = .81$).

Team envy. Team envy was calculated by using the average score of the team members' envy towards the supervisor (excluding the focal employee's envy) (Chan, 1998), and I tested the validity of aggregation. The test supported aggregation, ICC(1) = .33, F = 1.82, p = .001, r_{WG} = .86.

Received relational energy. Received relational energy was measured using the same items as in Studies 1 and 2 (α = .88).

Perceived undeservedness. Perceived undeservedness of the supervisor was measured using the same items as in Study 2 (α = .80).

Supervisor Measures

OCBI. Supervisors were asked to rate employees' OCBI using the same items as in Study 2 (α = .82).

CWB. Supervisors were asked to rate employees' CWB using the same items as in Study 2 (α = .98).

Task performance. Supervisor were asked to rate employees' task performance using the same items as in Study 2 (α = .91).

Alternative potential mediators. Perceived social support was measured using the same items as in Study 2 (α = .84). Feelings of inferiority were measured using one item: "When I compare myself with my supervisor, I feel inferior to my supervisor."

Controls. Because employees' warmth and competence can affect their envy towards the supervisor (Yu et al., 2018), I controlled for team members' warmth and competence. Team members' warmth was measured using one item "He/She is warm" and team members' competence was measured using one item "He/She is competent". I

also controlled for the team size. The results hold with and without controls, so I reported results without controls.

Analytical Approach

I conducted a multilevel path analysis in Mplus Version 7 (Muthén & Muthén, 2012) because individuals are nested within teams. To test my hypotheses, I used the procedure proposed by Preacher et al. (2010). Specifically, within-team variables were group-mean-centered at level 1, following recommendations from Enders and Tofighi (2007). To test the conditional indirect effects of my model, I adopted a parametric bootstrap approach (Preacher et al., 2010), which employs a Monte Carlo simulation with 20,000 replications to estimate bias-corrected confidence intervals using the point estimates and asymptotic covariance for parameters from the analysis (Selig & Preacher, 2008). Missing data was accounted by using the maximum likelihood principle (Grund & Robitzsch, 2019).

Results

Variance Components

I ran a random intercept model in STATA to calculate intraclass correlation ICC(1) for perceived supervisor undeservedness, received relational energy, OCBI, CWB, and task performance. I found that ICC(1) was 0.18 for perceived supervisor undeservedness , 0.07 for received relational energy, 4.00e-13 for OCBI, 0.23 for CWB, and 0.24 for task performance. This indicates that 18% of the variance in perceived supervisor undeservedness was attributable to between-team factors, 7% of the variance in received relational energy was attributable to between-team factors, less than 1% of the variance in OCBI was attributable to between-team factors, 23% of the variance in CWB

was attributable to between-team factors, and 24% of the variance in task performance was attributable to between-team factors (Bliese & Hanges, 2004). Consistent with recommendations from Bliese et al. (2018), I accounted for the nested nature of the data.

Descriptive Statistics

Table 3 presents the means, standard deviations, and correlations for all study variables.

Hypotheses Testing

Hypothesis 1 proposed that employees' envy is negatively related to levels of received relational energy from the supervisor. Consistent with this hypothesis, the results showed that the effect of employees' envy on levels of received relational energy from the supervisor was significant and negative ($\gamma = -.90$, $p = .002$).

Hypothesis 2 predicts that team envy moderates the relationship between employees' envy and levels of received relational energy from the supervisor. The results showed that employees' envy × team envy was significant on levels of received relational energy from the supervisor ($\gamma = 1.01$, $p = .03$). I used Preacher, Curran, and Bauer's (2006) approach to examine the simple slopes for multilevel modeling. Figure 5 depicts this relationship and illustrates that the negative relationship between employees' envy and levels of received relational energy from the supervisor was stronger when team envy was low ($\gamma = -1.08$, $p < .001$) versus high ($\gamma = -.72$, $p = .02$).

Hypothesis 3 predicts that team envy moderates the negative indirect effect of employees' envy on levels of received relational energy from the supervisor through perceived supervisor undeservedness. The results showed that the interactive effect of employees' envy and team envy on perceived supervisor undeservedness was significant

($\gamma = -1.46$, $p < .001$). Figure 6 depicts this relationship and illustrates that the relationship between employees' envy and team envy on perceived supervisor undeservedness was significant when team envy was low ($\gamma = -.85$, $p < .001$) and was not significant when team envy was high ($\gamma = -.32$ $p = .13$). Moreover, the direct effect of perceived supervisor undeservedness on levels of received relational energy from the supervisor was significant and negative ($\gamma = -.81$, $p < .001$). The indirect effect of employees' envy on levels of received relational energy from the supervisor through perceived supervisor undeservedness was significant and negative when team envy was low (indirect effect = -.63, 95%CI[-1.15, -.04]) and was not significant when team envy was high (indirect effect = -.20, 95%CI[-.53, .15]), supporting Hypothesis 3.

Hypothesis 4 predicts that the negative indirect effect of employees' envy on OCBI through perceived supervisor undeservedness and received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of received relational energy on OCBI was significant and positive ($\gamma = .27$, $p = .03$). The indirect effect of employees' envy on OCBI through perceived supervisor undeservedness and received relational energy was significant and negative when team envy was low (indirect effect = -.13, 95%CI[-.31, -.01]) and was not significant when team envy was high (indirect effect = -.03, 95%CI[-.14, .06]), supporting Hypothesis 4.

Hypothesis 5 predicts that the positive indirect effect of employees' envy on CWB through perceived supervisor undeservedness and received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of received relational energy on CWB was not significant ($\gamma = -.03$, $p = .80$). As a result, perceived supervisor undeservedness and received relational energy do not mediate the

relationship between employees' envy and CWB, regardless of the level of team envy (low team envy: indirect effect = .01, 95%CI[-.09, .11]; high team envy: indirect effect = .003, 95%CI[-.02, .03]). Thus, Hypothesis 5 was not supported.

Hypothesis 6 predicts that the negative indirect effect of employees' envy on task performance through perceived supervisor undeservedness and received relational energy will be weakened when team envy is high versus low. The results showed that the direct effect of received relational energy on task performance was not significant ($\gamma = -.05$, $p = .68$). As a result, perceived supervisor undeservedness and received relational energy do not mediate the relationship between employees' envy and task performance, regardless of the level of team envy (low team envy: indirect effect = .02, 95%CI[-.09, .13]; high team envy: indirect effect = .01, 95%CI[-.02, .03]). Thus, Hypothesis 6 was not supported.

Testing of Other Potential Mediators

I further tested two alternative mediators: perceived social support and feelings of inferiority. As in Study 2, there was no interaction between employees' envy and team envy on perceived social support ($\gamma = .003$, $p = .99$). Moreover, I found that there was an interaction between employees' envy and team envy on feelings of inferiority ($\gamma = -1.30$, $p = .01$), such that the positive effect of employees' envy on feelings of inferiority was marginally significant when team envy was low ($\gamma = .52$, $p = .08$) and was not significant when team envy was high ($\gamma = .05$, $p = .88$). Additionally, feelings of inferiority were negatively related to received relational energy ($\gamma = -.51$, $p = .01$). However, the indirect effect of employees' envy on relational energy through feelings of inferiority was not significant, regardless of the level of team envy (low team envy: indirect effect = .02,

95%CI[-.48, .89]; high team envy: indirect effect = .10, 95%CI[-.14, .70]). Therefore, I

ruled out the alternative mediators of perceived social support and feelings of inferiority.

Post Hoc Power Analysis

I performed a Monte Carlo simulation to estimate the power to detect hypotheses

(Muthén and Muthén 2002). The results demonstrated that the power to detect the

predicted effects in the multilevel model exceeded .90, $\alpha = .05$ (Muthén & Muthén, 2002;

Thoemmes et al., 2010).

Discussion of Study 3

Study 3 replicates the results of Studies 1 and 2 in an organizational context, thus

fostering external validity. Furthermore, by conducting multilevel modeling analysis, I

addressed the nested nature of the data. Moreover, Study 3 provides a precise

measurement of team envy within pre-existing organizational teams.

CHAPTER V

DISCUSSION

Theoretical Contributions

This paper makes several contributions to research. First, this work shifts research attention from individual-level envy towards team-level envy and provides a novel perspective on envy. Rather than examining feelings of envy at the individual level, I consider how team envy can help mitigate the negative effects of envy. To achieve this, I integrate the theory of social comparison, which helps provide a nuanced mechanism to examine how team envy changes the relationship between envy and the focal employee's perception of the supervisor, which consequently changes behaviors toward the supervisor. The growing body of research on envy normally examines the moderating roles of team climate (Duffy et al., 2012) or external environment such as job opportunities (Dineen et al., 2017), with very little consideration given to team members that the employee works with. Examinations of how team members' feelings toward the supervisor affect the focal employee's emotional reactions is important to the extent that they highlight social environment that affects the employee's response.

Second, I also extend past research on emotion contagion. Recent studies on team emotion have emphasized the amplifying effect (Dumas & Sanchez-Burks, 2015). My

dissertation highlights that feelings of envy do not operate in the team in the same ways as other emotions. To the extent that feelings of envy represent negative social comparison, I expand on Barsade et al.'s (2018) work by notating that high team envy buffers the negative effects of envy, instead of amplifying the negative effects. Whereas Barsade et al. (2018) proposes counter-contagion effect, little has been established in terms of which emotion and how a specific emotion would have counter-contagion effect in team settings. In this respect, this dissertation contributes to the literature by revealing that envy is different from other emotions such that high team envy would mitigate instead of amplifying the focal employee's emotional responses.

I also provide a unique theoretical perspective and corresponding mediating mechanism for explaining why feelings of envy lead to reduced OCBI. Recent work by Breidenthal et al. (2020) shows the employee's relative creativity leads to coworker envy, which then results in coworkers ostracizing the focal employee. The negative nature of envy is well established in the literature. However, I contribute to this line of work by examining the interpersonal process between the envious person and the envied target. Eissa and Wyland (2016) suggest that individuals are more likely to harm the envied target when they perceive that a conflicting relationship exists between them. I suggest that feelings for envy would transform to the cognitive process (i.e., perceptions of undeservedness) and thus affects interpersonal process (i.e., relational energy), which, in turn, influences OCBI.

My research also broadens envy literature. Past envy research has mainly investigated peer envy (i.e., one employee feels envious toward the other employee; Cohen-Charash & Mueller, 2007; Duffy et al., 2012) or downward envy (i.e. supervisor

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feels envious toward the subordinate; Yu et al., 2018). My dissertation is different in that I examine employees' envy toward the supervisor that hurt the organizational functioning. Also, I unveil the complexities of the effects of employees' feelings of envy toward the supervisor on workplace behaviors by examining perceived supervisor undeservedness and relational energy. This helps add upward envy to the expanding areas of the envy literature.

Moreover, although the amount of relational energy that employees draw from the supervisor affects their work engagement profoundly (Owens et al., 2016), research about factors that determine the levels of relational energy that employees could draw from their supervisor is very limited. Research has found several antecedents of relational energy such as spiritual leadership (Yang et al., 2019) and leader humility (Wang et al., 2018). However, not much is known about how feelings toward the *giver* (i.e., one who expresses energy to others) would affect relational energy that the *receiver* (i.e., one who has been energized by others) gains. Extant research has recently called for more research to examine relational energy through the level of intensity and valence of emotions (McDaniel, 2011). Contributing to this new line of inquiry, I use the lens of emotion to study relational energy. In particular, I suggest that employees' envy leads to perceived supervisor undeservedness, thus, reduces relational energy that employees receive from their interaction with the supervisor. My dissertation contributes to this burgeoning stream of research by identifying an antecedent of received relational energy in the form of the employee's envy toward the supervisor.

Furthermore, research about relational energy has not investigated how *receivers'* (employees) feelings toward the *giver* (the supervisor) would affect the level of received

relational energy. Past research on the relational energy has largely considered the *giver* (the supervisor) as the main factor to affect the levels of relational energy that the receiver (employees) could draw from them (Wang et al., 2018; Yang et al., 2019). In this study, I shift the attention from *giver* (the supervisor) to *receiver* (employees), which makes employees and supervisors equally important for the quality of the social interactions.

Practical Implementations

My research is also practically important. Past research has shown that the pay gap among employees would lead to the feelings of envy and thus motivate negative workplace behaviors (Cohen-Charash & Mueller, 2007; Cohen-Charash, 2009; Duffy et al., 2012; Duffy & Shaw, 2000; Eissa & Wyland, 2016). My results theoretically and empirically suggest that employees' envy toward the supervisor reduces the OCBI via perceived supervisor undeservedness and relational energy. Therefore, supervisors should be cautious that their advantages such as high salary and social status, would prompt employees to feel envious toward them (Braun et al., 2018) and thus they are reluctant to help them. Supervisors can reduce employees' feelings of envy by giving employees credit where it's appropriate. Thus, employees would feel appreciated and be motivated to cooperate with the supervisor, rather than feel hostility and animosity toward the supervisor.

In my dissertation, I showed that supervisors can influence employees' level of relational energy which in turn increases employees' OCBI toward the supervisor. Therefore, one practical implication of my study is that supervisors can encourage OCBI by improving the quality of the interactions. For example, supervisors can do one-on-one

conversations with employees to provide advice and support. Helping employees to succeed would also be beneficial for employees to reduce their own feelings of envy. When employees receive help and support from the supervisor, they would see the supervisor as a resource of support, rather than an obstacle and thus conduct more OCBI toward the supervisor.

Also, the results from Study 1 demonstrated that when the employee perceives other team members also feel envious toward the supervisor, the negative effect of feelings of envy on relational energy will be mitigated. Therefore, one way for envious employees to cope with their feelings of envy toward the supervisor is to think about how other team members share the same feelings as them. As my research shows, high team envy mitigates the negative effect of the focal employee's envy on OCBI toward the supervisor via perceived supervisor undeservedness and relational energy. Managers can train employees to recognize other team members' feelings of envy toward the supervisor. As feelings of envy are not easily identified by others (Puranik et al., 2019), the envious employees would think they are suffering from this painful emotion alone. Supervisors may be able to work with employees' vulnerabilities by helping them to identify ways to cope with feelings of envy collectively with their coworkers.

Finally, as my dissertation demonstrated, perceived supervisor undeservedness is negatively related to relational energy and OCBI. Organizations can use this information to help design their reward system. Specifically, when organizations reward supervisors publicly, for example, providing the supervisor with a better office, it is important to provide legitimate reasons for the rewards. As my dissertation showed, employees are vulnerable with an undeserving supervisor and organizations need to consider remedial

practices when rewarding supervisors so as to make sure that employees recognize what supervisors get are justifiable and deserved even when they face unfavorable social comparisons with the supervisor.

Limitations and Future Directions

In my dissertation, I focus on the negative outcomes of envy. However, future research may consider other aspects of envy and examine them in the team context. In the following section, I cover some important aspects of envy in the literature and provide some future avenues about each aspect.

Being envied by others. Research on envy also studies the topic of being envied by others. As envy is a covert emotion, people feel that they are being envied when they perceive the ambiguous behaviors of others (Puranik et al., 2019). Because being envied by others implies that one is superior and has a higher social status (Vecchio, 2005), employees who are being envied by others experience high levels of job satisfaction (Vecchio, 2005). However, being envied by others is a double-edged sword that also brings negative consequences. For example, when employees attribute coworker's exclusion as envy, they tend to repair the relationships with envied targets, feel depressed and want to leave the organizations (Scott et al., 2015). In this study, I focus on employees' feelings of envy toward the supervisor and how the team envy would affect focal employee's reactions toward the supervisor. Future research can explore the psychological and behavior differences for the supervisor when he/she perceives being envied by one employee versus being envied by a group of employees.

Positive outcomes of envy. Past research has found that feelings of envy lead to CWB (Cohen-Charash & Mueller, 2007; Duffy et al., 2012; Tai et al., 2012), I found

employees' envy is positively related to CWB in Study 2 but not Study 3. One of the reasons that I did not find the relationship between employees' envy on CWB for Study 3 is that I collected data during COVID-19. Because of pandemic, employees worked from home and met their supervisor online. It was really hard for employees to conduct CWB online. Similarly, supervisors could not observe employees' CWB easily. In terms of task performance, it is not surprising that I did not find effect for that because envy mainly has effect on interpersonal processes such as social undermining behaviors whereas task performance is more self-focused behaviors. Therefore, future research can study positive outcomes of envy. For example, Lee and Duffy (2019) found that envious persons capitalize on their own envy by seeking advice from the targets. Schaubroeck and Lam (2004) found that envy increased job performance as reactions to promotion rejection. Dineen et al. (2017) found that job seekers expend more effort in response to job search envy. Leaders will respond to envy with self-improvement when they perceive envied subordinates as warm and competent (Yu et al., 2018). Tai et al. (2012) proposed that since envied coworkers are often successful, envious parties might be motivated to reconnect with them and treat them in a prosocial manner. In this study, along with the recent studies (Puranik et al., 2019; Tai et al., 2012), I view envy as a painful, negative emotion with a hostility component that arises from unfavorable social comparison. Future research can explore the conditions when envy promotes positive behaviors and whether team envy would amplify or weaken the positive effect of envy in the team context.

The mediating role of benign envy. As I mentioned in the literature review section, envy is a complex emotion that can be divided into subtypes: malicious envy and

benign envy. Research has shown that malicious envy is negatively related to benign envy (Van de Ven et al., 2009). Therefore, it is plausible that employees' envy will be negatively related to benign envy, which in turn, affects employees' behaviors. I collected measure of benign envy (Van de Ven et al., 2009) in Study 2 and I found employees' envy was negatively related to benign envy ($b = -.27$, $SE = .09$, $p = .004$). However, team envy did not moderate the relationship between employees' envy and benign envy ($b = .08$, $SE = .15$, $p = .63$).

Also, I found that team envy moderated the indirect negative effect of employees' envy on benign envy via perceived supervisor undeservedness such that when team envy was low, the indirect effect was significant (indirect effect = -.24, $SE = .05$, 95%CI[-.37, -.15]). However, when team envy was high, the indirect effect was not significant (indirect effect = -.10, $SE = .07$, 95%CI[-.26, .01]). In other words, when team envy was low, employees' envy had negative indirect effect on benign envy via perceived supervisor undeservedness.

Finally, I found that team envy moderated the indirect negative effect of employees' envy on OCBI via perceived supervisor undeservedness and benign envy. When team envy was low, the indirect effect was significant (indirect effect = -.12, $SE = .04$, 95%CI[-.21, -.06]). However, when team envy was high, the indirect effect was not significant (indirect effect = -.05, $SE = .03$, 95%CI[-.14, .001]). These results showed that benign envy was the outcome of perceived supervisor undeservedness and served as one of the mediators in the relationship between employees' envy and OCBI. These findings align with past research about benign envy, which suggests that people experience less

benign envy when they perceive the envied target does not deserve what they have (Van de Ven et al., 2012).

Test of causality. Studies 1 and 2 provided some supportive evidence of causal relationship since Study 1 was a time-lagged study and Study 2 was a lab study that manipulated team envy. However, one possibility is that undeservedness is an antecedent, instead of a consequence, of employees' envy. Therefore, I performed a supplementary analysis to see if perceived supervisor undeservedness interacts with team envy to affect employees' envy. For Study 2, I found that perceived supervisor undeservedness was positively related to employees' envy ($b = .52$, $SE = .09$, $p < .001$), and team envy moderated the relationship between perceived supervisor undeservedness and employees' envy ($b = -.37$, $SE = .13$, $p = .003$), such that when team envy was low, perceived supervisor undeservedness was positively related to employees' envy ($b = .52$, $SE = .09$, $p < .001$), however, when team envy was high, perceived supervisor undeservedness was not related to employees' envy ($b = .15$, $SE = .08$, $p = .06$). However, the indirect negative effect of perceived supervisor undeservedness on OCBI via employees' envy and received relational energy was not significant regardless of the level of team envy (low team envy: indirect effect $= -.001$, $SE = .02$, 95%CI [-.04, .04]); high team envy: indirect effect $= .00$, $SE = .01$, 95%CI[-.02, .01]).

Study 3 did not have a temporal separation among variables, and I found that perceived supervisor undeservedness was positively related to employees' envy ($\gamma = .12$, $SE = .05$, $p = .01$), and team envy moderated the relationship between perceived supervisor undeservedness and employees' envy ($\gamma = -2.42$, $SE = .18$, $p < .001$), such that when team envy was low, perceived supervisor undeservedness was positively related to

employees' envy ($\gamma = .61$, *SE* = .06, *p* < .001), however, when team envy was high, perceived supervisor undeservedness was negatively related to employees' envy ($\gamma = -.36$, *SE* = .06, *p* < .001).

Also, the indirect negative effect of perceived supervisor undeservedness on OCBI via employees' envy and received relational energy was significant when team envy was low (indirect effect = -.07, 95%CI[-.14, -.001]) and was not significant when team envy was high (indirect effect = .04, 95%CI[-.001, .08]). These results suggested that for field study, undeservedness was an antecedent of the model. Future studies can isolate the causal order of envy, perceived undeservedness and then behavioral outcomes by using an experience sampling design.

Conclusion

With social comparison opportunities abundant in workplaces (Duffy et al., 2008; Greenberg et al., 2007; Steil & Hay, 1997) and feelings of envy rising because of social comparison (Smith & Kim, 2007; Tai et al., 2012), it is important to understand circumstances that mitigate the detrimental effects of envy. I introduce the concept of team envy and show that high team envy mitigates the negative effect of envy on workplace behaviors. Particularly, feelings of envy toward the supervisor induce the focal employee to perceive the supervisor as undeserved, which results in reduced relational energy and OCBI. However, these effects of envy are buffered for employees whose team members also feel envious toward the supervisor. We hope future research will use our research as a springboard to continue to explore the emotions that need social cognition in the team context.

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APPENDICES

APPENDIX A: Tables

Table 1
Means, Standard Deviations, and Correlations for Variables in Study 1

	Variable	*M*	*SD*	1	2	3	4
1	Envy towards supervisor	1.81	1.05	-			
2	Team envy	2.10	.90	.47**	-		
3	Received relational energy	3.21	1.22	-.32**	-.12*	-	
4	Age	36.86	12.12	-.11*	-.06	.04	-
5	Gender		.56	-	-.08	-.06	-.03	.09

Notes. N = 279. Gender (0 = Male; 1 = Female).
*p < .05; ***p* < .01

Table 2

Means, Standard Deviations, and Correlations for Variables in Study 2

	Variable	M	SD	1	2	3	4	5	6	7	8
1	Envy towards team leader	1.39	.66	-							
2	Team envy manipulation	.52	.50	-.03	-						
3	Received relational energy	3.25	.82	-.17*	-.09	-					
4	Undeservedness	1.91	.74	.37**	.03	-.45**	-				
5	OCBI	4.04	.71	-.19	-.19	.52**	-.60**	-			
6	CWB	1.14	.43	.30**	.05	-.03	.31**	-.28*	-		
7	Task performance	4.58	.63	-.25*	-.04	.17	-.46**	.45**	-.42**	-	
8	Age	23.32	5.80	-.05	-.11	.18*	-.12	.15	.01	.01	-
9	Gender	.60	.49	.04	-.07	-.01	-.09	-.01	-.07	.10	-.01

Notes. $N = 168$. Team envy manipulation (0 = low, 1= high); Gender (0 = Male; 1 = Female).

*p < .05; **p < .001

Table 3
Means, Standard Deviations, and Correlations for Variables in Study 3

	Variable	*M*	*SD*	1	2	3	4	5	6	7	8
1	Envy towards supervisor	1.20	.52	-							
2	Team envy	1.22	.47	.51**	-						
3	Received relational energy	3.81	.88	-.35**	-.16	-					
4	Undeservedness	1.54	.72	.50**	.21*	-.63**	-				
5	OCBI	4.57	.65	-.20	.08	.41**	-.32*	-			
6	CWB	1.14	.51	-.03	-.09	-.13	.18	-.62**	-		
7	Task performance	4.68	.56	.08	.26	.10	-.29*	.57**	-.78**	-	
8	Age	37.28	12.78	-.13	-.07	-.03	.08	.11	-.17	-.02	-
9	Gender	.36	-	-.11	-.09	.15	-.19*	.01	-.05	.21	-.19*

Notes. N = 191 for envy toward supervisor, relational energy, and undeservedness; *N* = 147 for team envy; *N* = 46 for OCBI, CWB and task performance; *N* = 151 for age and gender. Gender (0 = Male; 1 = Female).
*p < .05; **p < .001
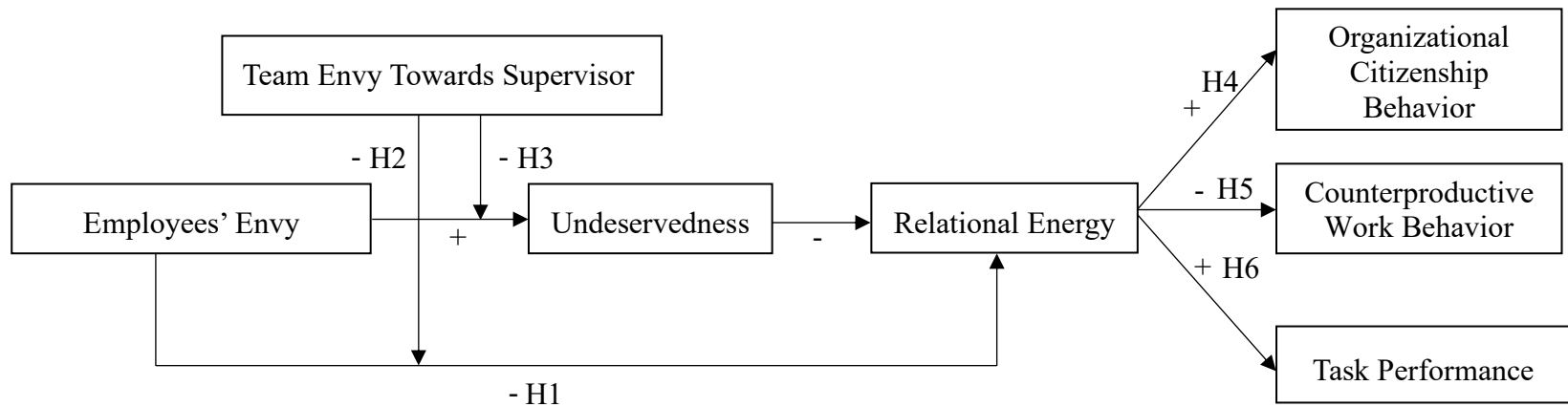
Figure 1. Theoretical model

Figure 2. The interactive effect of employees' envy at Time 1 and team envy on received relational energy at Time 2, Study 1
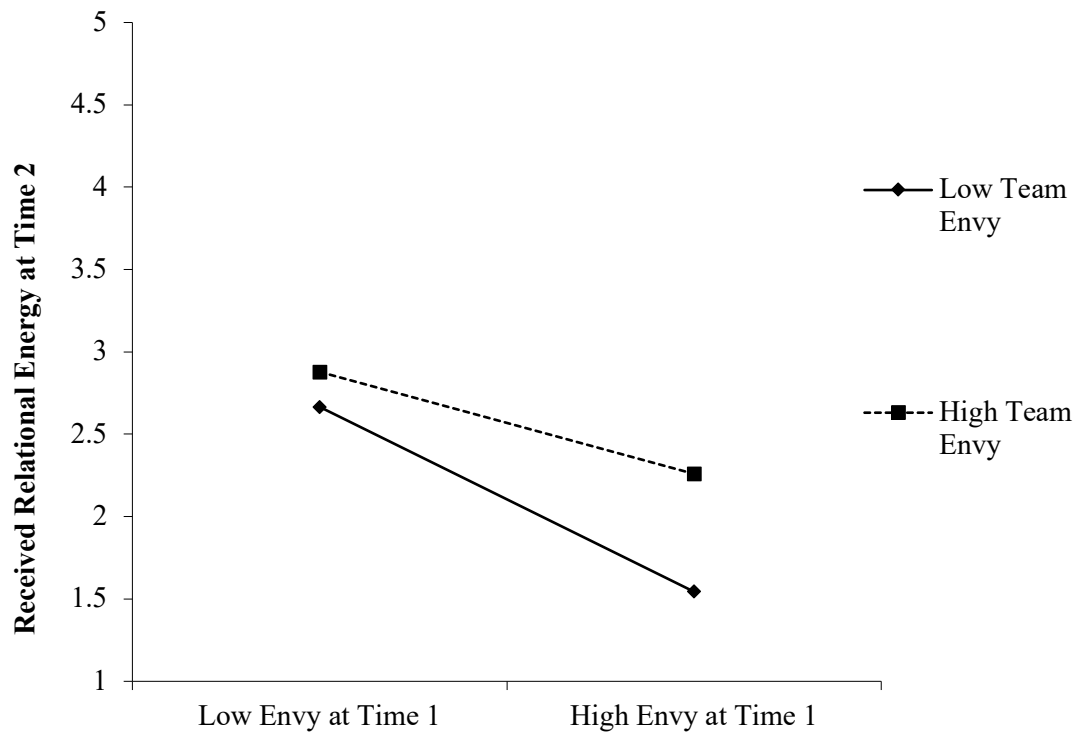
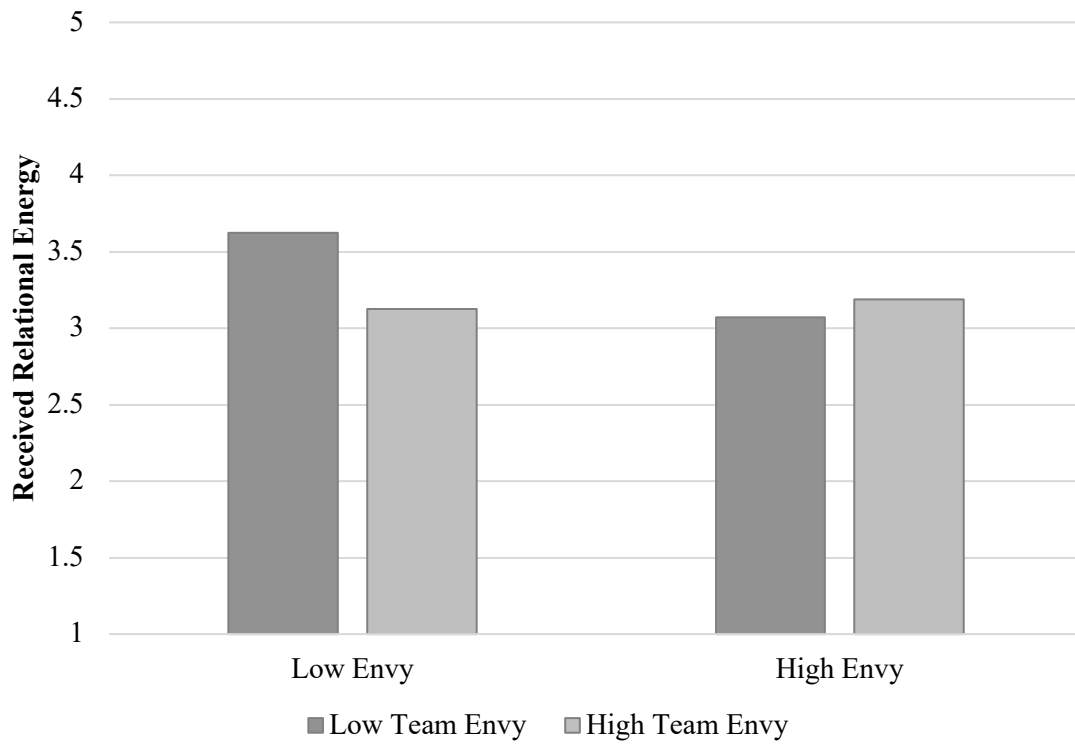*Figure 3.* The interactive effect of employees' envy and team envy on received relational energy, Study 2

Figure 4. The interactive effect of employees' envy and team envy on undeservedness, Study 2
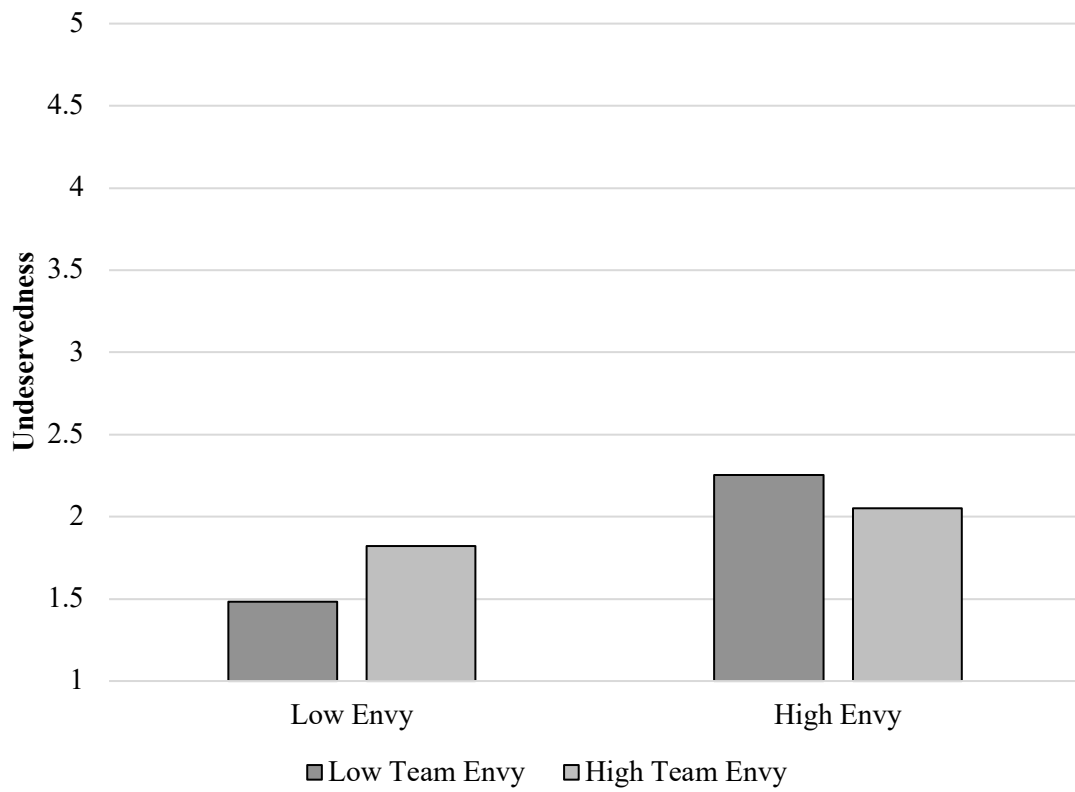
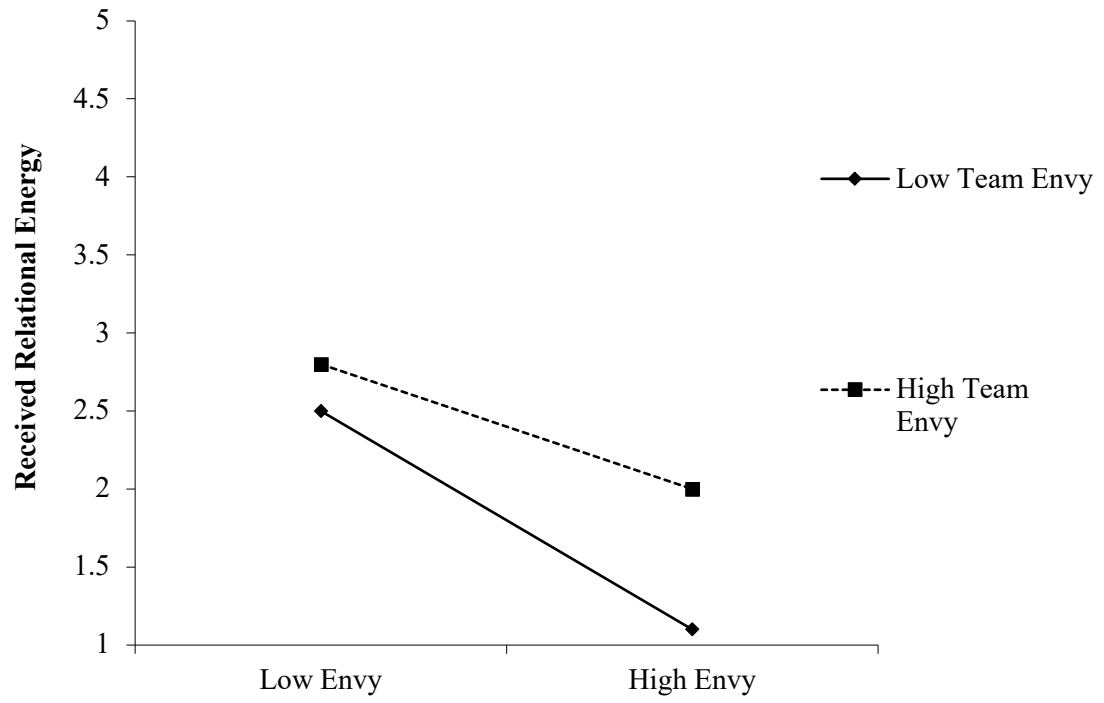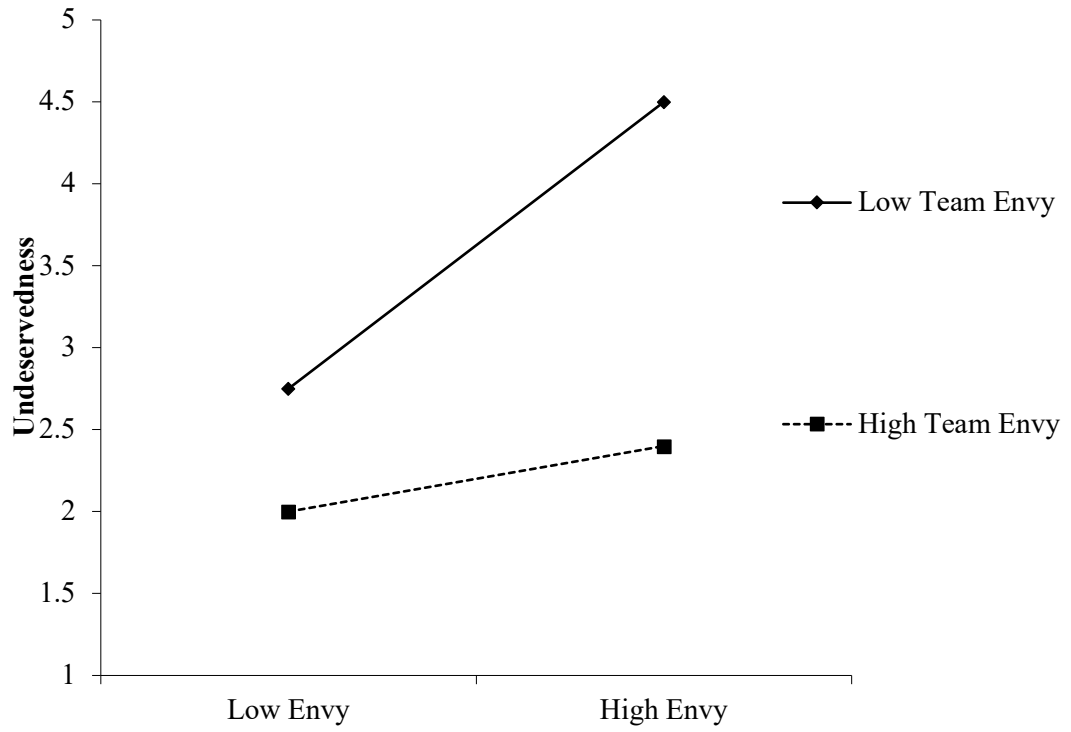*Figure 5.* The interactive effect of employees' envy and team envy on received relational energy, Study 3

Figure 6. The interactive effect of employees' envy and team envy on undeservedness, Study 3

Envy towards the supervisor (Duffy et al., 2012)
When I compare myself with [the name of the supervisor]... (1 = strongly disagree to 5 = strongly agree).
1. I feel resentment that [the name of the supervisor] has it better than I do.
2. I feel annoyed to see [the name of the supervisor] is having all the luck.
3. I feel frustrated that people value [the name of the supervisor]'s efforts more than my efforts.

Team envy (Duffy et al., 2012)
When [the name of the cowoker] compares him/herself with [the name of the supervisor]... (1 = strongly disagree to 5 = strongly agree).
1. [the name of the cowoker] feels resentment that [the name of the supervisor] has it better than he/she does.
2. [the name of the cowoker] feels annoyed to see [the name of the supervisor] is having all the luck.
3. [the name of the cowoker] feels frustrated that people value [the name of the supervisor]'s efforts more than his/her efforts.

Team envy was calculated by using the average score of three coworkers' envy towards the supervisor.

Received relational energy (Owens et al., 2016)
Please rate the following items about [the name of the supervisor] (1 = strongly disagree to 5 = strongly agree).
1. I felt invigorated when I interact with [the name of the supervisor].
2. After interacting with [the name of the supervisor], I felt more energy to do my work.
3. After an exchange with [the name of the supervisor], I felt more stamina to do my work.

APPENDIX D – Study 2 Measures

Envy towards the team leader (Cohen-Charash, 2009)
When I compare myself with [name of the team leader]... (1 = strongly disagree to 5 = strongly agree).
1. I feel resentment that [name of the team leader] has it better than I do.
2. I feel envious.
3. I feel some hatred toward [name of the team leader].
4. I feel gall (irritated, annoyed).

Manipulation check of team envy (Cohen-Charash, 2009)
Please rate the following items about your team members based on the scenario you just read (1 = strongly disagree to 5 = strongly agree).
1. My team members feel resentment that the team leader has it better than they do.
2. My team members feel envious toward the team leader.
3. My team members feel some hatred toward the team leader.
4. My team members feel gall (irritated, annoyed) toward the team leader.

Received relational energy (Owens et al., 2016)
Please indicate the extent to which you agree with the following statements about your interaction with [name of the team leader] (1 = strongly disagree to 5 = strongly agree).
1. I will feel invigorated when I interact with my team leader.
2. After interacting with my team leader, I will feel more energy to do my work.
3. After an exchange with my team leader, I will feel more stamina to do my work.

Perceived Supervisor Undeservedness (Heuer et al., 1999; Feather & Johnstone, 2001)
Please indicate the extent to which you agree with the following statements (1 = strongly disagree to 5 = strongly agree).
1. [name of the team leader] deserves to be treated in a positive manner by team members.
2. [name of the team leader] deserves the position of the leader.
3. [name of the team leader] deserves the advantages he/she has.

Organizational citizenship behavior (OCB) (Lee & Allen, 2002)
Please indicate the extent to which you agree with the following statements about your interaction with [name of the team leader] (1 = strongly disagree to 5 = strongly agree).
1. I will give my time to help [name of the team leader] when he/she has work-related problems.
2. I will show genuine concern and courtesy toward [name of the team leader], even under the most trying business or personal situations.
3. I will assist [name of the team leader] with his/her duties

Counterproductive work behavior (CWB) (Aquino et al., 2006)
Please indicate the extent to which you agree with the following statements during the team task (1 = strongly disagree to 5 = strongly agree).
1. I will try to hurt [name of the team leader].
2. I will try to make something bad happen to [name of the team leader].
3. I will do something to make [name of the team leader] get what he/she deserves.

Task performance (Williams & Anderson, 1991)
Please indicate the extent to which you agree with the following statements about your estimation of your own performance when you work with [name of the team leader] in the future (1 = strongly disagree to 5 = strongly agree).
1. I will fulfill responsibilities associated with my job description.
2. I will perform tasks that are expected.
3. I will meet the formal performance requirements of my job.

APPENDIX E – Study 3 Measures

Envy towards the supervisor (Duffy et al., 2012)
When I compare myself with my supervisor... (1 = strongly disagree to 5 = strongly agree).
1. I feel resentment that he/she has it better than I do.
2. I feel annoyed to see he/she is having all the luck.
3. I feel frustrated that people value his/her efforts more than my efforts.

Team envy (Duffy et al., 2012)
The average score of the team members' envy towards the supervisor (exclude the focal employee's envy).

Received relational energy (Owens et al., 2016)
Please rate the following items about your supervisor (1 = strongly disagree to 5 = strongly agree).
1. I felt invigorated when I interact with my supervisor.
2. After interacting with my supervisor, I felt more energy to do my work.
3. After an exchange with my supervisor, I felt more stamina to do my work.

Perceived Supervisor Undeservedness (Heuer et al., 1999; Feather & Johnstone, 2001)
Please rate the following items about your supervisor (1 = strongly disagree to 5 = strongly agree).
1. My supervisor deserves to be treated in a positive manner by team members.
2. My supervisor deserves the position of the leader.
3. My supervisor deserves the advantages he/she has.

Counterproductive work behavior (Aquino et al., 2006)
Please read each of the following statements regarding the employee you are evaluating. Please indicate how strongly you agree with the following statements (1 = strongly disagree to 5 = strongly agree).
This employee:
1. He/She tried to make something bad happen to me.
2. He/She tried to hurt me.
3. He/She did something to make me get what I deserve.

Organizational citizenship behavior (Lee & Allen, 2002)
Please read each of the following statements regarding the employee you are evaluating.
Please indicate how strongly you agree with the following statements (1 = strongly disagree to 5 = strongly agree).

This employee:
1. Willingly gives his/her time to help me when I have work-related problems.
2. Shows genuine concern and courtesy toward me, even under the most trying business or personal situations.
3. Assists me with my duties.

Task performance (Williams & Anderson, 1991)
Please read each of the following statements regarding the employee you are evaluating.
Please indicate how strongly you agree with the following statements (1 = strongly disagree to 5 = strongly agree).
This employee:
1. Fulfills responsibilities associated with his/her job description.
2. Performs tasks that are expected of him/her.
3. Meets the formal performance requirements of his/her job.

APPENDIX F – IRB Approval

Oklahoma State University Institutional Review Board

Date:	03/18/2019
Application Number:	BU-19-10
Proposal Title:	Workplace emotions
Principal Investigator:	Yingli Deng
Co-Investigator(s):	
Faculty Adviser:	Federico Aime
Project Coordinator:	
Research Assistant(s):	
Processed as:	Exempt
Exempt Category:	

Status Recommended by Reviewer(s): Approved

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in 45CFR46.

This study meets criteria in the Revised Common Rule, as well as, one or more of the circumstances for which <u>continuing review is not required.</u> As Principal Investigator of this research, you will be required to submit a status report to the IRB triennially.

The final versions of any recruitment, consent and assent documents bearing the IRB approval stamp are available for download from IRBManager. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:
1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be approved by the IRB. Protocol modifications requiring approval may include changes to the title, PI, adviser, other research personnel, funding status or sponsor, subject population composition or size, recruitment, inclusion/exclusion criteria, research site, research procedures and consent/assent process or forms.
2. Submit a request for continuation if the study extends beyond the approval period. This continuation must receive IRB review and approval before the research can continue.
3. Report any unanticipated and/or adverse events to the IRB Office promptly.
4. Notify the IRB office when your research project is complete or when you are no longer affiliated with Oklahoma State University.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedures or need any assistance from the Board, please contact the IRB Office at 405-744-3377 or irb@okstate.edu.

Sincerely,
Oklahoma State University IRB

VITA

Yingli Deng

Candidate for the Degree of

Doctor of Philosophy

Dissertation: WHEN EVERYBODY WANTS WHAT YOU WANT: THE MODERATING EFFECT OF TEAM ENVY OF SUPERVISORS ON THE RELATIONSHIP BETWEEN ENVY, RELATIONAL ENERGY AND SUBSEQUENT WORK BEHAVIORS

Major Field: Business Administration

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Business Administration at Oklahoma State University, Stillwater, Oklahoma in May, 2021.

Completed the requirements for the Master of Science in Accountancy at University of Illinois at Urbana-Champaign, Urbana-Champaign, Illinois in 2016.

Completed the requirements for the Bachelor of Arts in Business Administration at Northeastern University, Shenyang, China in 2015.

Professional Memberships:

Academy of Management
International Association for Conflict Management