

ONLINE SUPPLEMENT

Abusive Supervision Differentiation and Employee Outcomes: The Roles of Envy, Resentment, and Insecure Group Attachment

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Supplemental Table 1

The Indirect Effects of Own Abusive Supervision Through Group Attachment Anxiety Conditional on “Average” Perceived Abuse towards Others (Study 2)

	Model 1	Model 2	Model 3	Model 4	Model 5			
Variables	Envy <i>B</i> (SE)	Resentment <i>B</i> (SE)	Anxiety (D) <i>B</i> (SE)	Psych. Distress <i>B</i> (SE)	Int. Deviance <i>B</i> (SE)			
Own Abusive Supervision (A)	.85 (.19)**	.70 (.18)**	-.04 (.07)	.34 (.09)**	.30 (.07)**			
Perceived AS towards others (M)	.28 (.22)	.76 (.21)**	-	-	-			
Envy towards others (B)	-	-	.39 (.08)**	-.11(.11)	.05 (.09)			
Resentment towards others (C)	-	-	.11 (.08)	.26(.11)*	.12 (.08)			
A × M	-.19 (.08)*	-.23 (.07)**	-	-	-			
Attachment anxiety	-	-	-	.34 (.09)**	.17 (.06)*			
<i>R</i> ²	.14 [.07, .22]	.21 [.12, .29]	.23 [.13, .24]	.25 [.14, .37]	.23 [.14, .34]			
Tests of conditional indirect effects								
	DV: Psychological Distress				DV: Interpersonal Deviance			
	<i>ρ</i>	Post SD	Low CI	High CI	<i>ρ</i>	Post SD	Low CI	High CI
Indirect effect via (B) and (D), when M is Low	.087	.038	.026	.168	.044	.025	.002	.098
Indirect effect via (B) and (D), when M is Med	.072	.032	.021	.141	.036	.021	.001	.081
Indirect effect via (B) and (D), when M is High	.057	.028	.012	.115	.028	.017	.001	.066
Indirect effect via (C) and (D), when M is Low	.016	.017	-.010	.054	.008	.010	-.006	.030
Indirect effect via (C) and (D), when M is Med	.011	.012	-.008	.040	.005	.007	-.005	.022
Indirect effect via (C) and (D), when M is High	.006	.009	-.006	.028	.003	.005	-.003	.015

Note. * $p < .05$, ** $p < .01$. Estimates are un-standardized. R^2 values in parentheses indicate the 95% confidence interval (CI) around the R^2 estimates. Indirect effect estimates in bold indicate significant mediation.

Supplemental Table 2

The Indirect Effects of Own Abusive Supervision Through Group Attachment Avoidance Conditional on “Average” Perceived Abuse towards Others (Study 2)

	Model 1	Model 2	Model 3	Model 4	Model 5			
Variables	Envy <i>B</i> (SE)	Resentment <i>B</i> (SE)	Avoid (E) <i>B</i> (SE)	Psych. Distress <i>B</i> (SE)	Quit <i>B</i> (SE)			
Own Abusive Supervision (A)	.85 (.19)**	.70 (.18)**	.14 (.07)	.31 (.12)**	.41 (.12)**			
Perceived AS towards others (M)	.28 (.22)	.76 (.21)**	-	-	-			
Envy towards others (B)	-	-	.004 (.08)	.03 (.11)	.04 (.14)			
Resentment towards others (C)	-	-	.24 (.08)**	.25 (.11)*	.27 (.15)			
A × M	-.19 (.08)*	-.23 (.07)**	-	-	-			
Attachment Avoidance	-	-	-	.16 (.09)	.39 (.12)**			
<i>R</i> ²	.14 [.07, .22]	.21 [.13, .29]	.14 [.05, .25]	.21 [.11, .32]	.25 [.14, .35]			
Tests of conditional indirect effects								
	DV: Psychological Distress				DV: Quit Intentions			
	<i>ρ</i>	Post SD	Low CI	High CI	<i>ρ</i>	Post SD	Low CI	High CI
Indirect effect via (B) and (E), when M is Low	.000	.010	-.022	.022	.001	.023	-.048	.049
Indirect effect via (B) and (E), when M is Med	.000	.009	-.018	.019	.001	.019	-.038	.042
Indirect effect via (B) and (E), when M is High	.000	.007	-.015	.015	.001	.016	-.031	.033
Indirect effect via (C) and (E), when M is Low	.016	.015	-.006	.050	.043	.027	.003	.100
Indirect effect via (C) and (E), when M is Med	.011	.011	-.005	.037	.031	.021	.001	.075
Indirect effect via (C) and (E), when M is High	.006	.008	-.004	.027	.018	.016	-.006	.055

Note. * $p < .05$, ** $p < .01$. Estimates are un-standardized. R^2 values in parentheses indicate the 95% confidence interval (CI) around the estimate. Indirect effect estimates in bold indicate significant mediation.

Supplemental Figure 1

Screenshot of Comparative Abusive Supervision Scale (Study 2)

This section is about your work team

Think about the people who currently belong to your work team or group. Of this group, please identify up to **SIX (6)** people who you work closely with, **who is not the team leader** (if you have a large team, select the top 6 team members). The minimum number of team members identified should be **FOUR (4)**. These team members should also be people that experience more or less the same degree of interaction with the team leader as you do.

You should have had sufficient time to observe and accurately comment on how your team leader treats you and these other team members.

Now, please write the Initials of these individuals in the space provided below - designate one person as Team Member 1, another as Team Member 2, and so on. Please make sure to remember who is Team Member 1 or 2 or 3 etc. when you are answering the ensuing questions (you may also refer to the table below if you forget).

To what extent does your team supervisor engage in each of the behaviours below at each of the specific members of your team, including yourself (i.e., under the "ME" option)?

My supervisor....

Ridicules this person

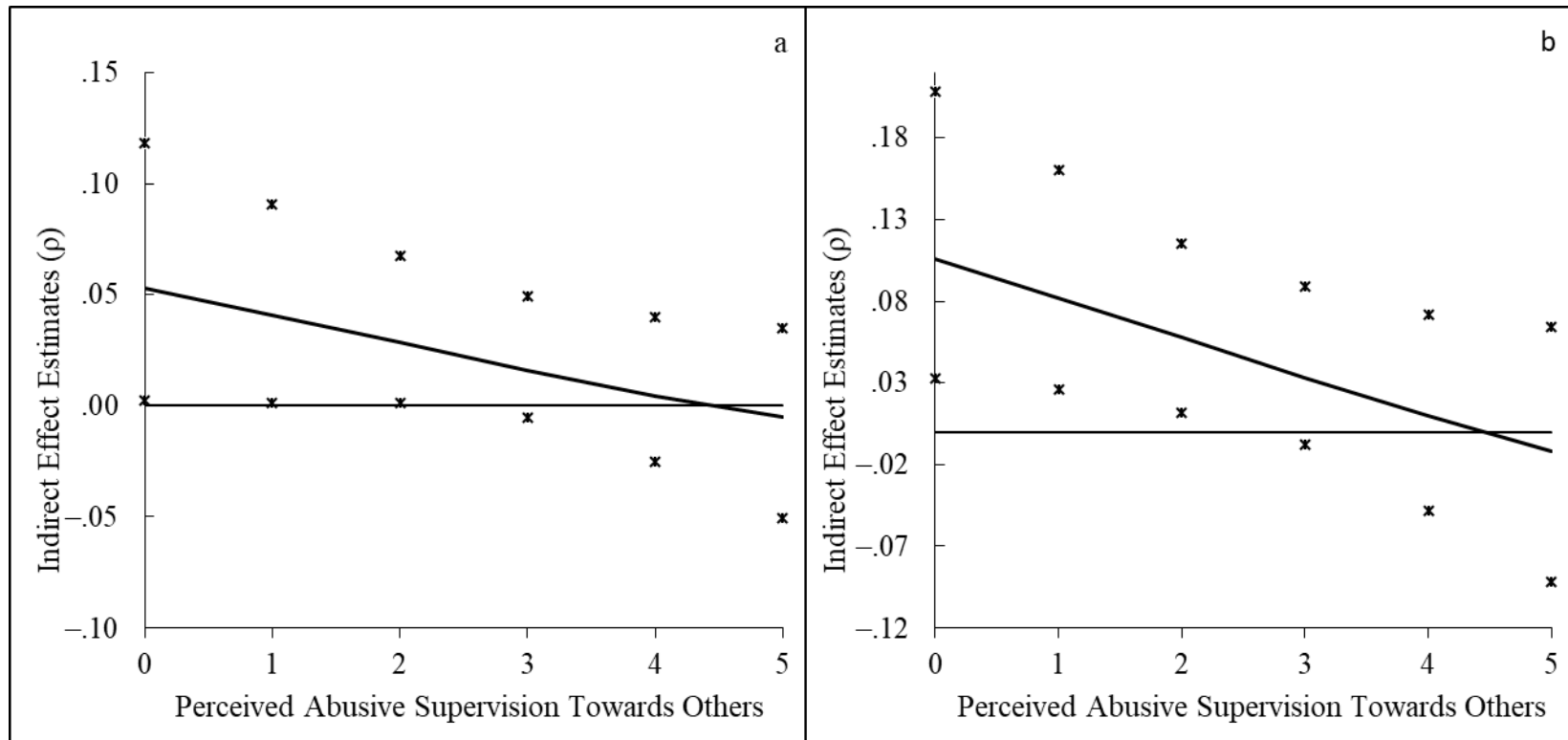
	Never	Once or Twice	Sometimes	Fairly Often	Frequently, if Not Always
Me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member A.J.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member N.S.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member R.E.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member A.G.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member T.B.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member C.M.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Puts this person down in front of others

	Never	Once or Twice	Sometimes	Fairly Often	Frequently, if Not Always
Me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member A.J.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member N.S.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member R.E.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member A.G.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member T.B.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Team member C.M.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Supplemental Figure 2

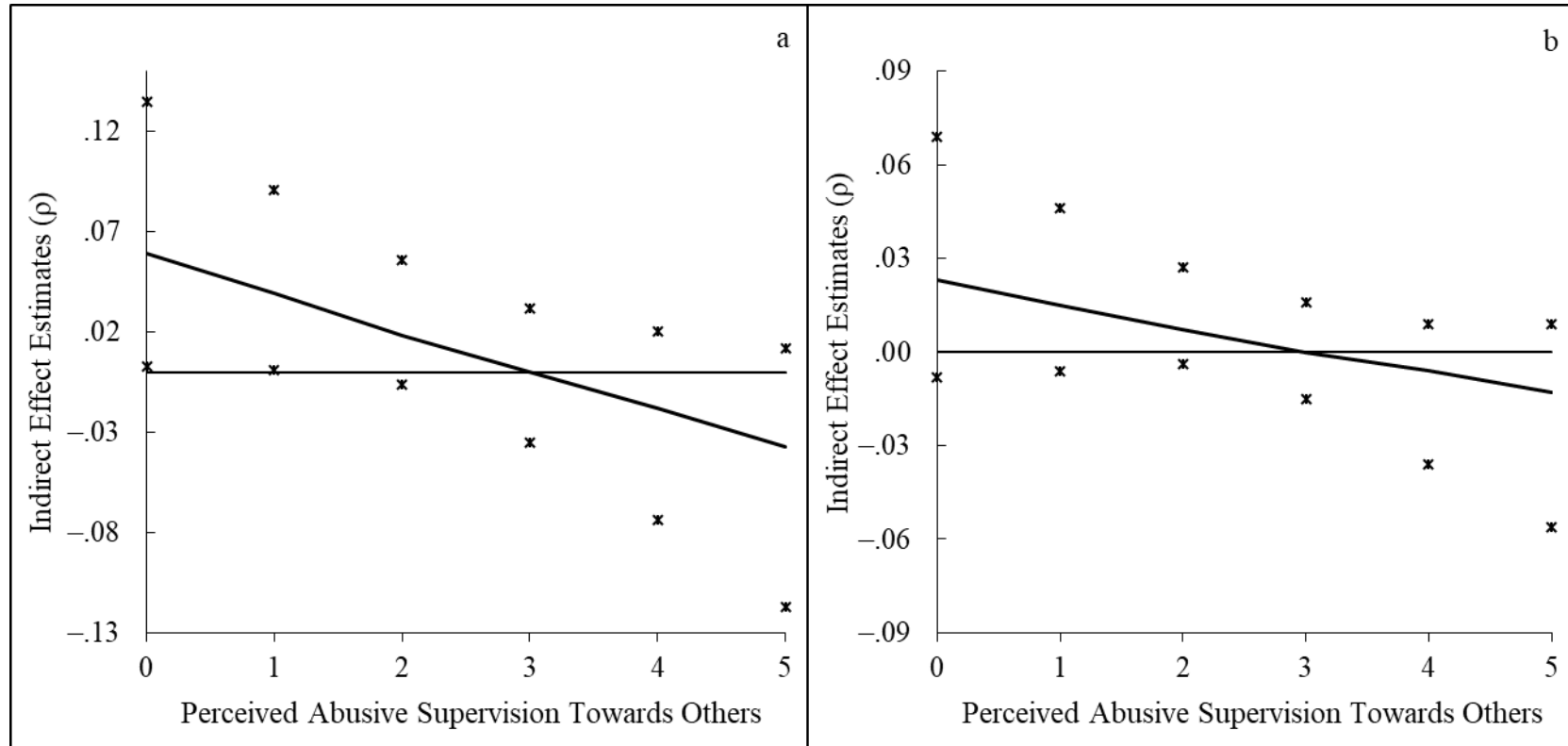
Conditional Indirect Effects of Own Abusive Supervision on (a) Interpersonal Deviance Through Envy and Group Attachment Anxiety (left) and (b) Psychological Distress Through Envy and Group Attachment Anxiety (right)



Note. Asterisks (*) indicate upper and lower 95% confidence intervals around the indirect effect estimates at varying levels of perceived abusive supervision towards other group members.

Supplemental Figure 3

Conditional Indirect Effects of Own Abusive Supervision on (a) Quit Intentions Through Resentment and Group Attachment Avoidance (left) and (b) Psychological Distress Through Resentment and Group Attachment Avoidance (right)



Note. Asterisks (*) indicate upper and lower 95% confidence intervals around the indirect effect estimates at varying levels of perceived abusive supervision towards other group members.