# Reducing interpersonal harming on a high-performance employee:The regulating function of Political skills

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***ABSTRACT:*** *High performance employees with outstanding levels of performance and workability are an essential part of an organization's human capital. How to train and manage high-performance employees, promote the positive impact of high-performance employees on colleagues and organizations, further help organizations gain a competitive advantage is an important issue that corporate managers generally pay attention. On the one hand, high-performance employees are also treated asymmetrically for their contributions. Mastering more organizational resources easily poses a threat to other employees, so it may cause colleagues to reject, jealous, and suffer interpersonal harm. Behind the theoretical conflict, we have not fully revealed the mechanism and boundary conditions of the impact of high-performance employees on the behavior of colleagues.*

*At present, there is relatively few literatures on the social consequences of high-performance employees in the workplace, and domestic research is still in its infancy. We need more specific theories and more detailed empirical research to dig deeper into the underlying mechanism.*

*Therefore, based on the perspective of social comparison theory, this study systematically explores the social consequences of high-performance employees after experiencing colleagues' jealousy in the workplace. At the same time, political skills are used as moderators to construct a moderating mediating effect model.*

*This study took advantage of the opportunity of the Anhui Province project by collecting questionnaires and used statistical software such as SPSS, AMOS, and MPLUS to perform statistical analysis on the reliability and validity analysis, regression analysis, and interval estimation of the stratagem. Bootstrap method was used on 338 company employees; tested hypotheses are: (1) High performance employees are positively affecting colleagues' jealousy; (2) Colleagues' jealousy is positively affecting interpersonal harm to high performance employees; (3) Colleagues are jealous of the relationship between the perception of high-performance employees and their interpersonal harm to high-performance employees; (4) Political skills regulate the relationship between colleagues' jealousy and interpersonal harm. That is, when political skills are low, jealousy is more likely to cause interpersonal harm. (5) Political skills regulate the perception that high performance employees have an indirect impact on interpersonal harm through peer jealousy. The lower the political skills, the more likely it is to perceive the existence of high performance employees to increase the political skills of high performance employees through jealousy of colleagues.*

*The theoretical value of the study lies in the fact that we find that high-performance employees are not just glorious on the surface in the workplace—the so-called tree tactics are extremely high, and high-performance employees are more likely to experience peer jealousy and suffer interpersonal harm. However, we also revealed the role of political skills in regulating this process. The higher the political skills of employees, the better it is to avoid and resolve the interpersonal harm of high-performance employees.*

*The practical significance of the research lies in expanding a new perspective on the cultivation and management of high-performance employees, alerting organizations and managers to concerns about high-performance employees' interpersonal harming in the workplace, and doing their best to provide a high-performance employee with a harmonious and co-existing organizational atmosphere. At the same time, high-performance employees should appropriately improve their political skills, subtly reduce jealousy among colleagues, and resolve interpersonal harm.*

***KEY WORD:****High performance employee, Political skill, Envy, Interpersonal harming*

## I. INTRODUCTION

In multiple organizational environments and jobs, high-performing people are often seen as key figures in the work organization because they have a significant impact on a work team or organizational performance (Cappelli, 2000; Michaels, 2001; Randall, 1987; Sturman, 2003). They constitute a key resource for organizational competitiveness, and companies also acquire and retain high-performing employees by providing competitive compensation and high promotion rates. However, the favorable characteristics of high-performing

employees may incite colleagues to respond to them with harmful behavior. Specifically, people who work smarter and work harder are more likely to become high performers and achieve career success (Judge et al., 2010; O'Reilly & Chatman, 1994; Schmidt & Hunter, 2004). These positive characteristics may also incite others to feel jealous or experience a sense of competition and may cause them to respond injuriously to high-performing people who may be threatening.

In the workplace comparison process, colleagues will focus their attention on self-deficit and things owned by others, and then produce emotional responses such as jealousy (DePaola, 2001; Parrott & Smith, 1993; Salovey& Rothman, 1991; Smith, 2000; Smith & Kim, 2007). This negative state is an adverse emotional comparison of upward social comparisons (Tesser et al., 1988) and may restore reduced self-assessment by developing aggressive behaviors. In this study, we focused on jealousy as an unpleasant, often painful emotion that is characterized by feelings of inferiority, hostility, and resentment caused by an awareness of the expected attributes of others (Smith & Kim, 2007 ). Rather than several other negative emotional states, because jealousy reflects both self-shame and frustration and captures other emotions (such as resentment and hostility) from comparisons (Smith, 2000).

Jealous people can restore their self-evaluation by changing the results of high-performance people; one way to achieve this is to hurt high-performance people (Duff et al., 2008; Vecchio, 1995), that is, interpersonal injury (Cohen-Charash& Muller, 2007; Dunn & Schweitzer, 2006; Mouly&Sankaran, 2002; Salovey& Rodin, 1984; Vecchio, 2007). On the one hand, this harm negatively alters the results of high performers, including job performance and satisfaction (Duffy & Shaw, 2000; Exline&Lobel, 1999). On the other hand, hurting high performers reduces the frustration of colleagues due to their inferiority (Fox & Spector, 1999; Kulik& Brown, 1979; Smith, 1991; Spector, 1978), and restores impaired self-evaluation of other colleagues (Fein & Spencer, 1997). In short, high-performing employees are more likely to be jealous targets of colleagues, therefore, more likely to be victims.

For example, a classic experiment by Hoffman, Festinger, and Lawrence (1954) reports that after one member of the three gets a higher initial score (i.e., an intelligence test score) than the other two members. Then the other two members follow High-scoring scorers in work tasks (i.e., blocking resources and information from targets), and these behavioral trends are reinforced when three members of a group have similar initial intelligence test scores Rascle, 2006; Kirkpatrick et al., 2002; O'Moore, 2000; Rocha & Rogers, 1976; Salin, 2003). These harmful behaviors against opponents reduce the performance gap between opponents and help maintain or restore self-assessment by lower performers.

### 1.Research Purposes

Interpersonal injury in the workplace involves "contrary to the legitimate interests of another person in the organization (Venkataramani&Dalal, 2007). For example, interfering with the work of others, participating in arguments, disrespecting others, and talking behind others (Cohen-Charash& Mueller, 2007). This negative and harmful behavior can reduce the attitude, performance, mental and physical health of colleagues (Chiaburu& Harrison, 2008; Lim et al., 2008), and can have a significant impact on the effectiveness of work teams and organizations. Negative impact (Pearson &Porath, 2005). This study aims to explore the mechanism of high-performance employee victimization and the interpersonal or contextual factors that regulate this harmful behavior, to provide reasonable and effective suggestions for reducing the harmful behavior of high-performance employees.

## II.     RESEARCH SIGNIFICANCE

### 2.1 Theoretical Significance
(1) The impact of jealousy on behavior has been explored in various fields, but the jealousy of high-performance people has been less studied in the past, and research can help clarify or extend early detection.
(2) Make up for previous research on jealousy and its work-related consequences. In fact, there are relatively few studies linking jealousy to harmful behaviors at work, such as destruction, and this relationship has not been firmly established (Cohen-Charash& Miller, 2007; Dunn & Shaw, 2006). This issue has not received sufficient research attention (Campbell EM et al., 2013; Jensen et al., 2013; Kim &Glomb, 2010). Unfortunately, we have little insight into how performance levels affect a person's work and social experience, as efforts to determine predictors of high performance for individuals have gone beyond understanding their consequences (Burke, 1982). Understanding the relationship between cognitive abilities and workplace harm is particularly important because cognitive abilities are used in selection decisions (Heneman& Judge, 2005) and are closely related to skills and knowledge acquisition, task performance, and creativity at work ( Kuncel et al., 2004). Therefore, understanding workplace damage to high-performing employees can reduce the risk of these high-performing employees experiencing negative outcomes, including reduced motivation, job satisfaction and task performance (Glomb, 2002) and lower team and organizational performance (Aquino &Thau, 2009).

**2.2 Practical Significance**

(1) The study will provide some targeted management recommendations for reducing interpersonal harm behaviors in the workplace. People often think that high-performing employees are associated with a variety of positive organizational results. However, high-performing employees can cause jealousy among colleagues, which can lead to behaviors that hurt high-performing people, which can reduce the performance of the team or organization. Colleagues all hope to have high reward incentives, high promotion rates, and extensive opportunities to participate in organizational training. Research on interpersonal relationships in the workplace will benefit organizations, managers, and employees in a variety of ways.

(2) The interpersonal harming will damage the physical and mental health of high-performance employees and reduce work status and performance. Employees who suffer from interpersonal harming will lack a sense of organizational belonging and have strong intentions to leave, anti-productive behaviors, and emotional exhaustion. In the Chinese context, social interactions show "face" and collectivism. With high power distances and other characteristics, interpersonal harming will be more destructive, so exploring the factors that reduce the victimization of high-performance employees and responding appropriately is critical to the development of the organization.

(3) An organization should pay special attention to the victimization of high-performance people, because it will endanger their happiness and productivity, and subsequently lead to higher turnover and lower performance (Aquino &Thau, 2009). Also, the victimization of high performers may undermine human resource practices (recruitment and selection, training and development, employee motivation). Therefore, it is necessary to study the victimization of high performers and explore the factors that reduce victimization.

(4) From a practical perspective, this study promotes employee well-being and organizational performance by describing the mechanisms by which environmental factors can alleviate the phenomenon of high-performance victims, helping to build a healthy workplace.

# III.    LITERATURE REVIEW

**1. Summary of High-Performing Staff Theory**

As companies attach more and more importance to high-performance employees, academia has also paid more and more attention to this research topic. Currently, existing research focuses on three aspects, namely the impact of high-performing employees on colleagues, the impact of high-performing employees on organizations, and the flow of high-performing employees between different organizations. From the perspective of performance results, high-performance employees refer to a small number of elite employees who have contributed over-proportioned output, and high-performance is determined by their relative position in output distribution.

O'Boyle and Aguinis (2012) point out that because high-performance employees create extraordinary value, occupations in the 21st-century workplace will be more in line with the index between performance (personal production) and value (that is, company performance), that is, the PV function Relationship and non-linear relationship. For example, sales managers often find that 80% of unit sales are attributed to 20% of their employees (Aoyama et al., 2010). At the same time, O'Boyle and Aguinis (2012) claim that the changing nature of organizational work in the 21st century has led to the emergence of high-performing employees. Specifically, the Internet and the flow of information and knowledge around the world are minimizing the contextual constraints that have limited personal performance. In the past, such as geographical distance, lack of proper communication, inability to obtain information and knowledge, and slow progress in technology dispersion with the rise of telecommuting, outsourcing, crowdsourcing, and other work arrangements, organizational levels, including control, command, and centralization, have been replaced by organic, network-like organizational structures (Cascio&Aguinis, 2008; Way et al., 2010). In this era, people are increasingly aware that the improvement in overall productivity is mainly due to a small number of elite employees (Ready et al., 2010), driven by "important minority".  Specifically, the distribution of employee productivity appears to have changed from a normal distribution with a limited change to a power-law distribution that allows high-performing stars to appear (O'Boyle &Aguinis, 2012). In other words, a small group of elite employees controls production through large-scale, high-quality performance, rather than a large number of average (general) performers dominating production through pure quantity.

Such high-performing employees may indeed have existed throughout history. However, the presence of high-performing employees is particularly evident in many industries and organizations in the 21st-century workplace. High-performing employees perform a variety of roles from front-line employees to top management. Starting from the impact of high-performing employees, on the one hand, their joining can bring about the rise of an organization, and on the other hand, the departure of high-performing employees can indicate the decline or death of the organization (Bedeian&Armenakis, 1998).

**2.Summary of Political Skills Theory**

The concept of "political skills" was first proposed by Pfeffer (1981), who believed that organizations should be viewed from a political perspective. Specifically, an organization is a political arena, and political skills are behaviors that persuade or influence others to succeed in a dynamic organizational environment. Subsequently, many researchers conducted further research and elaboration on this concept from different perspectives. Among them, Mintzberg (1983) pointed out that political skills are the ability of individuals to persuade, influence, and control others in order to survive in the organization effectively. Bras and Burklwdt (1993) treat political skills as a unique ability for individuals to interact with others effectively. Douglas and Ammeter (2004) believe that political skills are the necessary social skills and communication skills that individuals need to have in order to navigate an organization. With the deepening of research, Ferris et al. (2005) proposed that political skills can enable individuals to understand others at work effectively and use the knowledge and information harvested based on esoteric understanding to influence others, thereby improving the goals of individuals or organizations. Ability to achieve. Most studies at home and abroad use the definition of political skills of Ferris (2005).

The study of the antecedent dependent variables of political skills mainly manifests in personality traits. First, from a theoretical perspective, Ferris et al. (2007) summarized the four personality traits that affect political skills based on a "personal system model": observation, control, affinity, and powerful emotion, and pointed out that different personality traits have different political skills. Dimensions produce different utilities. Some empirical studies have further verified the relationship between personality traits and political skills. Ferris et al. (2005) showed that self-monitoring played a significant positive role in predicting the three dimensions of interpersonal influence, social agility, and communicative competence of political skills, but was not significantly related to explicit sincerity; while responsibility and political skills were four, The dimensions are significantly positively correlated. Liu Jun (2010) verified that self-monitoring personality, internal control personality, outgoing personality, and political teaching have significant positive effects on political skills. Yan Shumin and Qi Xiaojie (2014) explored the influence of demographic characteristics on managerial, political skills through empirical analysis. The research confirmed that gender did not show significant differences in communicative ability and interpersonal impact, but showed a significant degree of sincerity and strong agility.

In addition, political skills are not only influenced by personality traits but also skills acquired through learning the day after tomorrow. Treadway et al. (2005) pointed out that organizations can improve the political skills of internal individuals through certain methods, such as training and development, guidance, and organizational learning. Inquiry into political skills outcome variables mainly involves career success, job performance, workplace exclusion, or employee management. Scholars have confirmed from different perspectives that employees' political skills can significantly predict their career development (Wei et al., 2012). For example, Todd et al. (2009) empirical research on career success implications of political skill significantly positively related to job satisfaction, promotion, perceived external opportunities, and life satisfaction. Gentry et al. (2012) further demonstrated the influence of political skills on promotion. The correlation between political skills and the leadership, colleagues, and subordinates' evaluation of their promotion ability was from strong to weak mediation effect. Andrews et al. (2009) verified that organizational fairness plays a moderating role in the relationship between political skills and task performance. When the organizational fairness situation is low, political skills and task performance show a significant positive correlation; otherwise, the two show a negative correlation.

Related research has also focused on political skills as a moderator. For example, related research indicates that political skills play a moderating role between impression management and job performance. Research by Harris et al. (2007) confirms that the dimensions of impression management and political skills can influence job performance. When employees have low political skills, self-promotion, weakness, Fengying, and model have a significant negative impact on job performance; when employees have high political skills, deterrence, model, and Fengying can significantly predict work Performance. Wu et al. (2012) demonstrated the dual moderating effect of political skills and Feng Ying on the relationship between workplace exclusion and negative emotions. Because employees with high political skills implement the welcome policy, it is generally not easy for supervisors to evaluate them as false welcome behaviors (Treadway et al., 2007), and the welcome behavior of highly political employees can achieve better results. The research by Brouer et al. (2011) proves that the combination of high-employee and low-supervisor political skills, and the low-employee and low-supervisor political skills combination can strengthen the negative correlation between organizational, political perception and Wang Zuo's performance. Harris et al. (2009) pointed out that political skills can positively regulate the relationship between leadership-member exchange and individual job satisfaction.

Relevant research shows that employees with high political skills are good at building good interpersonal network relationships in the organization, to obtain valuable resources, thereby improving work performance, and being recognized by superiors (Ferris et al., 2005). Individuals with high political skills also show strong interpersonal influence, which enables others to perform behaviors that are conducive to the

individual and also creates opportunities for their professional development (Munyon et al., 2015). Compared with employees with low political skills, people with high political skills build leadership-membership relationships through keen social sensitivity and network capabilities and show them their ability to work through close contact with leaders to obtain leadership recognition. And trust. At the same time, people with high political skills can show great flexibility in interpersonal communication, by adapting and adjusting their behaviors to adapt to different situations and get the desired response from others. They are motivated, make others happy and productive, and masters the environment. Scholar Liu Chao et al. (2015) also conducted related research on political skills and found that political skills are conducive to promoting the professional development of employees.

High political skills can help increase job satisfaction for individuals. Individuals with high political skills show good environmental adaptability. They have strong self-confidence and a good sense of self-efficacy. They are eager to manipulate the work environment, thereby alleviating negative emotions at work and increasing job satisfaction (Hayes, 2013 ). When an individual's political skills are at a low-to-medium level, the individual's job satisfaction is low, and the job pressure is high (Kolodinsky, 2004). Studies have shown that political skills can help reduce employee tension about role conflicts and reduce the sense of oppression associated with high work intensity (Pierce, 2001).

Political skills play a moderating role in studying the relationship between leadership membership and prior job satisfaction and turnover rates. That is, when the relationship of leadership members is more general, people with high political skills can more easily obtain external resources and more opportunities for career choices through strong network relationships. On the other hand, individuals with low political skills are not easy to adapt to the working environment, and low leadership members cannot Giving them access to resources to advance their careers makes it difficult for them to complete work tasks and achieve career goals. Political skills regulate the relationship between political behavior and emotional labor. When political skills are low, political behavior produces negative emotional labor; on the contrary, political behavior has no significant effect on the generation of emotional labor (Treadway, 2005).

### 3. Summary of Interpersonal Harming Theory

Interpersonal harming is anti-social in nature, violates the social norms of the organization, and is harmful to the normal interests of other colleagues. There are various behavioral responses, such as abusive, intentional threats, spreading rumors, putting other colleagues in an awkward position, and disrupting the work of others, plagiarizing the results of others (Cohen-Charash& Mueller, 2007). It is estimated that 40% of employees in the United States have experienced hostile behavior or physical threats at work, and 1.7 million employees are injured in workplace attacks each year (Kelloway et al., 2006). This negative and harmful behavior can reduce employees' work attitude, work performance, physical and mental health, and have a significant negative impact on the efficiency of work teams and organizations (Chiaburu& Harrison, 2008; Lim et al., 2008).

Harmful behaviors are common in organizations, and organizations can provide a considerable price for such harms, such as compensation, and organizations are estimated to spend up to $ 4.2 billion a year on violence in the workplace. In addition, interpersonal harm will also affect the enthusiasm of the employees, leading to a decline in the work ethic of the employees or even leaving the company, which will affect job performance. Injured employees show high levels of job dissatisfaction, depression, depression, restraint, exhaustion, etc. (Bowling &Beehr, 2006).

### 4.Overview of Jealousy Theory

Jealousy is an unpleasant emotion experienced by individuals when they realize that others have what they want but lacks (Parrott & Smith, 1993). Jealousy is divided into trait jealousy, specific event plot jealousy, and general plot jealousy (Duffy et al., 2012). Among them, trait jealousy is a stable personality tendency related to individual traits, emphasizing that jealousy varies from one individual trait to another. For example, some people are more inclined or jealous of others; specific event plot jealousy is the jealousy generated when compared with a certain comparison object in a certain event, involving a specific event or comparison object. General contextual jealousy refers to the general or general jealousy that arises in situations such as the workplace or team, involving multiple reference individuals and compared subjects (Duffy et al., 2012). The specific event plot jealousy and general plot jealousy are also called plot jealousy.

Researchers' research on jealousy shows that jealousy can bring various negative effects, such as disrupting interaction and mutual assistance (Vecchio, 1995; Vidaillet, 2008), vilification and exclusion of competitors (Vecchio, 1995), and social disruption ( Duffy et al., 2012), preventing the performance of the jealous (Duffy & Shaw, 2000), increasing anti-productive behavior (Cohen Charash, 2009; Khan et al., 2014), and so on. The purpose of the jealous person to do the above-mentioned destructive behavior is to "self-balance" by "reducing the threat". Specifically, the jealous person devalues the jealous person or by acting, to eliminate

the gap between himself and the jealous person, thereby repairing the psychological balance of himself (Duffy et al., 2008; Liu Dege et al., 2017 (Sterling, Van de Ven& Smith, 2017; Tai et al., 2012).

In recent years, more and more researchers have pointed out and found that jealousy, as a social emotion, affects not only the jealous but also the jealous (Parrott, 2017; Parrott et al., 2008; Yu & Duffy, 2017). Being jealous of others not only makes individuals experience stress, anxiety, unhappiness, and worry due to the above-mentioned destructive behavior, but also increases the individual's positive self-evaluation, increases self-confidence, and makes it enjoyable (Parrott, 2017; Parrott & Rodriguez Mosquera, 2008; Rodriguez Mosquera et al., 2010).

## IV.    CONCEPTUAL MODEL CONSTRUCTION ANDRESEARCH HYPOTHESIS
### 1. Research Framework
Through the previous literature review that introduced the concepts of high-performance employees, political skills, jealousy, interpersonal harm, and related relationships. Based on this, this article takes high-performance employees in enterprises as the research object, and mainly studies the relationship between high-performance employees' jealous behavior by colleagues and interpersonal harm, and whether political skills can regulate this relationship. This study proposes the research framework as follows and analyzes the research hypotheses. In this framework, high-performance employees have a direct impact on interpersonal harm, jealousy plays a mediating role in this process, and political skills play a moderating role, that is, high-performance employees can use political skills to resolve interpersonal harm behaviors of others.

According to previous literature, jealousy has a significant correlation with interpersonal harm. In other words, jealousy leads to high interpersonal harm to others. However, the literature on high-performance employees is scarce. Based on this, this article locks the scope of empirical research on high-performance employees in enterprises. This article argues that colleagues are jealous of high-performance employees, which leads to interpersonal harming. At the same time, this paper considers the moderating effect of political skills on high-performance employees. Employees with high political skills are more inclined to build a good impression in the organization. They know how to rely on interpersonal influence to resolve interpersonal harm behavior and leave a good impression on colleagues and leaders. Therefore, they have won their trust and affirmation in the workplace.

Conversely, employees with low political skills will suffer more interpersonal harm. According to the existing research results, Chinese scholar Liu Jun et al. (2010) have done empirical research on political skills, and European and American scholars represented by Ferris et al. (2005) believe that political skills can alleviate some negative feelings of employees, thus Get a good impression in your organization. Therefore, this paper believes that political skills can negatively affect the positive correlation between jealous behaviors of high-performance employees and colleagues.

### 2.Research Hypothesis
#### 2.1 Impact of High-Performance Employees and Colleagues Jealousy
Jealousy is an unpleasant emotion experienced by individuals when they realize that others have what they want but lacks (Parrott & Smith, 1993). Emotions such as reduced self-evaluation and jealousy, shame, hostility, and interpersonal competition (Garcia et al., 2006; Smith, 2000; Tesser et al., 1988), in turn, increase the likelihood of high-performance employees becoming victimized targets. The positive characteristics of high-performing employees inadvertently put them at risk of being targeted. Specifically, high performance plays a central role in predicting workplace outcomes, including task performance, creativity, and career success (Dilchert et al., 2007; Jensen, 1998; Judge et al., 1999; Kuncel et al., 2004; Ng et al., 2005 O'Reilly & Chatman, 1994; Schmidt & Hunter, 1998). For example, performance is useful in predicting task performance, training performance, and creativity, respectively. (Schmidt and Hunter, 1998) and (Kuncel et al., 2004). However, these favorable results may also create conditions for victims. Because individuals choose individuals with high performance as comparative targets (Feldman and Rouble, 1998; Festinger, 1954), this positive outcome of high-performing employees makes them more likely to be targeted for upward or horizontal social comparison processes within the workgroup. These comparisons may trigger negative cognitive and emotional states of others-jealousy. In other words, because others want to restore their reduced self-evaluation and negative emotions after comparison (Fein & Spencer, 1997; Smith, 1991).

Although aggression against high performers seems counterintuitive because the employee is helping the group as a whole to succeed (Lam et al., 2011), performance guidelines are an important part of the identity of the organization and exceeding them may pose a threat to other team members (for example, (Expected performance increases, solidarity decline, status decline). As a result, high performer colleagues may want to remind high performers of acceptable performance ranges (Dentler& Erickson, 1959). In addition, one goal of punishing high performers who violate standards is to lose their prestige (Johnson, 1966), which may help reduce feelings of jealousy, shame, inferiority, or contempt (Kim &Glomb, 2010; Lam et al., 2011 Tesser, 1988)

[38]. For high-performing employees, colleagues have an incentive to punish the "outperformers", thereby maintaining the current performance expectations, solidarity, and positive personal self-esteem of the working group (Dentler& Erickson, 1959; Kim &Glomb, 2010; Lam et al., 2011; Tesser, 1988). Based on this, this article assumes:
H1: High-performance employees are positively affecting colleagues' jealousy.

## 2.2 Adaptive Response to Jealousy: Interpersonal Harming.

Jealousy brings individuals' negative self-perception, putting stress on jealous people, and then they relieve stress through related behaviors (Hobfoll, 1989). Previous research suggests that jealous people hurt jealous people (Cohen-Charash& Mueller, 2007; Duffy et al., 2012; Dunn &Schwaetzer, 2006; Sankaran, 2002; Salowey& Rodin, 1984; Vecchio, 2007), This injury can negatively alter the performance and satisfaction of high-performing employees (Duffy & Shaw, 2000). However, interpersonal injury can alleviate the negative emotions and related stress perception of jealous people.

First, a jealous person can recover his or her self-evaluation through interpersonal harm (Duffy et al., 2008; Vecchio, 1995). For example, in order to deal with unfavorable comparisons, colleagues may tend to label high-performance people strangely, thereby dehumanizing them (Alicke et al., 1997), vilifying them unfounded (Feather, 2012), or avoid They (Tesser, 1988). Secondly, harming the jealous person will reduce the frustration of the jealous person due to inferiority (Fox & Spector, 1999; Kulik& Brown, 1979; Smith, 1991; Spector, 1975), and restore the injured self-esteem (Fein & Spencer, 1997 ). Consistent with this, when employees encounter identity threats, they are more likely to attack the source of the threat (Aquino &Dougles, 2003; Tai et al., 2012). By weakening high performers, potential benefits for peers include releasing pressure (Tripp et al., 2002), deterring future threats (Skarlicki&Folger, 1997), and reducing the influence of high performers (Duffy et al., 2002). Based on this, this article proposes:
H2a: Colleagues' jealousy is positively affecting interpersonal harm to high-performance employees.
H2b: Colleagues are jealous that the intermediary perceives that there is a relationship between high-performance employees and their colleagues' interpersonal harm.

## 2.3 Moderating Role of Political Skills.

Political skills influence how others perceive and interpret the effects of strategies and whether they can be used effectively (Feng Ming, 2010). Individuals with high political skills can help individuals and organizations achieve their goals, improve individual job performance and job satisfaction, and play a role in reducing stress (GaoKee, 2008). According to Ferris's classification, political skills include four dimensions: social agility, explicit sincerity, social network, and interpersonal influence. This study believes that the above four dimensions may affect colleagues' jealousy of high-performing employees.

First, individuals with higher political skills have higher levels of interpersonal influence and social agility, which can help them to understand the surrounding environment and other people's preferences and intentions, and make corresponding changes accordingly (Harris, 2007). Use flexible strategies to improve relationships with colleagues. Secondly, individuals with high political skills will be more sincere and candid in interpersonal interactions and will be more likely to gain the trust of others (Soriano, 2008), that is, they will be able to obtain more organizational resources and be accepted by colleagues, thereby achieving improvement. The purpose of interpersonal interaction is to reduce the level of jealousy of colleagues. Third, employees with higher political skills can rely on their superior network capabilities to connect, collaborate, and build a wide network of people (Wei, 2012), so they have more opportunities to implement impression management strategies and build with other colleagues. Deep friendships and prevent exclusion and marginalization in the workplace. In summary, individuals with high political skills who use smart interpersonal management strategies in the workplace can get more acceptance and recognition from others, and establish broader interpersonal relationships, and are more likely to be grouped into the same group, which will reduce Colleagues are jealous of high-performance employees.
Based on this, this article makes the following assumptions:
H3a: Political skills regulate the relationship between colleagues 'jealousy and interpersonal harm, that is, when political skills are low, colleagues' jealousy is more likely to cause interpersonal harm;
H3b: Political skills regulate perceptions that high-performance employees have an indirect impact on interpersonal harm through peer jealousy. The lower the political skills, the more likely it is to perceive the existence of high-performance employees to increase the political skills of high-performance employees through jealousy of colleagues.

# V. DATA ANALYSIS AND HYPOTHESIS TESTING

## 1 Data Collection and Description

### 1.1 Sample Collection

This article is based on a questionnaire survey. The survey targets were the management and technical staff of Anhui Huaibei Mining Group Guobei Coal Mine and Anhui Huaibei Mining Group Guobei Coal Preparation Plant. Out of 430 questionnaires, 338 questionnaires were collected. The reliability coefficient is 78.60%.

### 1.2 Statistical Analysis Methods.

The theoretical model in this article is a mediation effect model that is adjusted in the first stage. High-performance employees are independent variables (X), jealousy is an intermediate variable (M), political skills are an adjustment variable (W), and interpersonal injury is a dependent variable ( Y). Hypothesis testing uses a hierarchical regression method, using statistical tools such as Spss22.0 and Mplus7.0. Firstly use Mplus7.0 for confirmatory factor analysis to test the discriminant validity of the four measured variables and whether there is the effect of common method deviations; secondly use Spss22.0 for descriptive statistics and correlation coefficient tests; finally, use Mplus7.0 Test the indirect effects of the adjusted mediation effect model.

## 2. Reliability, Correlation and Validity Analysis

### 2.1 Reliability and Correlation Analysis

This study uses the proposed coefficients to perform reliability analysis and uses a series of indicators to test. Reliability analysis measures the variables studied through questionnaires and uses Cronbach to calculate the reliability coefficient. The larger the reliability coefficient, the better the effect. DeVellis (1991) believes that for the variable to have good reliability, the Cronbach's α coefficient must be greater than 0.7. A relevant analysis is made through various facets, and the results show that the reliability coefficient (Kronbach a) of each variable exceeds 0.7, the reliability coefficient of the total table is as high as 0.911, and the deletion of any indicator will cause the reliability coefficient to decrease. Therefore, the reliability indicators of the questionnaire scale of this study are good, and the questionnaire has high internal consistency.

Correlation analysis is a statistical method that studies whether there is some kind of dependency relationship between variables and explores the direction and degree of relevance of this dependency relationship. In order to test the relationship between the four variables in the model, this paper uses the Person correlation coefficient to test the significance of the correlation between the two variables and then studies the specific relationship between them. The results show that the four variables studied in this paper reached significant positive correlations at a level of significant probability less than 0.01.

The Cronbach's Alpha value of each scale is greater than 0.7, indicating that the scales have good internal consistency. At the same time, the composite reliability (CR) of all variables was greater than the critical value of 0.80, and the average variance extracted (AVE) values were greater than the critical value of 0.50, indicating that the variable has good reliability and validity.

### 2.2 Validity Analysis

Validity refers to the degree to which a measuring tool or means can accurately measure what needs to be measured, that is, the degree to which the measured result reflects the content to was checked. In this study, AMOS 24.0 software was used to test the validity of the scale using a confirmatory factor analysis method.

This paper uses the five-step method proposed by Dyer et al. (2005) to evaluate: single-factor model, two-factor model, three-factor model, and four-factor model.

This article separately evaluates single-factor model (all variables belong to the same latent variable), two-factor model (combining high-performance employees with independent variables, political skills of moderator variables, and adjusted intermediary variables jealousy into one factor, and dependent variable interpersonal injury as a Factor analysis), three-factor model (combining independent variable high-performance employees and moderator political skills into one factor, using the adjusted intermediary variable jealousy as a factor, and dependent variable interpersonal injury as a factor) and four-factor model (four Variables are single factors). In general research, the validity of the model is mainly verified by using the fitting indices such as TLI and $\chi 2$. The validity indicators used in this study mainly used $\chi 2$, $\chi 2 / df$, RMSEA, CFI, SRMR, and TLI.

Confirmatory factor analysis was used to evaluate discriminant validity of the four main variables of political skills, political skills, jealousy, and interpersonal harm (Table 5-5), and the comparison index between the models was compared and analyzed. The confirmatory factor analysis results show that the fit of the four-factor model is better than other models, and all indicators meet the requirements of the judgment standard $X2 / df<3$, CFI> 0.9, TLI> 0.9, RMSEA <0.08). The results show that the discriminant validity of the variable measurement is high, and the four-factor model is the best fit model.

**2.3 Descriptive statistical results and correlation analysis**

The mean, standard deviation of the variables, and correlation coefficients between the variables are shown in Table 5-6. The results show that there is a significant correlation between the main research variables and interpersonal injury, which is in line with theoretical expectations. Reliability coefficients were all greater than 0.7, reaching acceptable levels.

**3.Hypothetical test**

This paper uses hierarchical regression and uses Spss22.0 and Mplus7.0 as analysis tools to verify the above assumptions. Regression analysis first centralizes independent variables, mediator variables, and moderator variables (Fang Jie et al., 2015).

Hypothesis 1 is designed to study the direct effects of high-performance employees and interpersonal injury. Model 5 shows that high-performance employees have a significant positive impact on interpersonal injury (β = 0.195, P <0.001), and therefore Hypothesis 1 Established, then study the mediation effect between high-performance employees and the organization. This article first tests the mediation effect of jealousy by following the steps of Baron and Kenny (1986) to test the mediation effect. Model 5 shows Interpersonal injury has a significant positive effect (β = 0.195, P <0.001). Model 2 shows that high-performing employees have a significant positive effect on jealousy (β = 0.532, P <0.001). Model 6 shows that when jealousy enters the equation, The positive impact of high-performance employees on interpersonal injury decreased, but it was still significant (β = 0.100, P <0.05), indicating that jealousy plays a part of the mediating role between high-performance employees and interpersonal injury. From this, both Hypothesis 2 and Hypothesis 3 hold. In order to further test the significant value of the intermediate effect, this paper uses the Bootstrap method to test the size of the mediation effect according to the recommendations of Wang and Preacher (2015). The mediating effect value is 0.092, and the 95% confidence interval is [0.041, 0.165], excluding 0. The results show that jealousy plays a positive mediating role between high-performance employees and interpersonal injury, and the results are further. Tested Hypothesis 3.

Hypothesis 4 aims to reveal the regulating effect of political skills on high-performing employees and jealousy. Model 3 shows that the interaction coefficient of high-performing employees and jealousy (β = -0.143, P <0.001) is significant. Performance workers and jealousy have a positive moderating effect, so hypothesis 4 holds. In order to further verify the adjustment effect of political skills, the significance of the regression line slope in high political skills (mean plus one standard deviation) and low political skills (mean minus one standard deviation) was estimated. The slope is significant; under low leadership organizational avatar conditions, the slope is also significant. Hypothesis 4 is supported.

Hypothesis 5 Predictive political skills regulate the indirect relationship between high-performing employees and interpersonal harm through the mediation of jealousy. This paper is based on the first-stage adjusted mediation effect test method (Chen Xiaoping et al., 2012), and follows the test supporting documents provided by Edwards and Lambert (2007), using Mplus7.0 as the analysis tool.

Political skills regulate the positive effect between high-performance employees and jealousy. Under the condition of high political skills, the 95% confidence interval of the first stage is [0.147, 0.503], excluding 0, that is High-performance employees have a significant positive effect on jealousy; under conditions of low political skills, the 95% confidence interval of the first stage is [0.315, 0.587], excluding 0, which means that high-performance employees have a significant positive effect on jealousy; and In the two conditions of political skills and low, the difference in the first stage is significant (Δγ = -0.221 p <0.05), and the 95% confidence interval is [-0.375, -0.030], excluding 0, so the hypothesis 4 is further verified.

Political skills also mediate the role of jealousy in high-performance employees and interpersonal harm. Specifically, under the condition of high political skills, the 95% confidence interval of the indirect effect is [0.004, 0.074], excluding 0, that is, high-performance employees have a significant effect on interpersonal injury through jealousy; under conditions of low political skills, indirect effects The 95% confidence interval of the effect is [0.016, 0.117], excluding 0, that is, high-performance employees have a significant effect on interpersonal injury through jealousy; and under the two conditions of high and low political skills, the indirect effects are significantly different (Δγ = -0.028 P <0.05), the 95% confidence interval is [-0.075, -0.003], excluding 0, and therefore assume that five is true.

# VI.    CONCLUSIONS AND PROSPECTS

**1. Research Conclusions**

With the progress of society, human resources have become an important competitive capital for enterprises, and high-performance employees are the most important part of organizational human capital. Based on combing relevant research at home and abroad, this paper uses empirical methods such as questionnaires, using high-performance employees as independent variables, jealousy as an intermediary variable, interpersonal injury as a dependent variable, and political skills as moderators, and discusses high-

performance employees and interpersonal relationships. The relationship between injuries, and the moderating effect of political skills on this process, leads to the following conclusions:

(1) High-performing employees are predicting colleagues' jealousy. High-performance employees have outstanding performance, bright lights, honors, etc., and have received the support and recognition of their colleagues. However, our research found that, according to the theory of social comparison, after high-performance employees and employees experience unfavorable upward social comparisons with colleagues, in view of the organizational resources obtained by high-performance employees and the ability to control organizational resources, it is easy to cause rejection, attack, and Relative deprivation increases the jealousy of colleagues. Star employees are not always as glorious as they are. Many colleagues are jealous of high-performance employees.

(2) Colleagues' jealousy positively affects interpersonal harm behaviors of high-performance employees and plays a mediating role in the path of interpersonal harm behaviors of high-performance employees. Feelings of jealousy and perception of threats can put stress on colleagues, so they will use various measures and means to relieve stress and restore their self-evaluation. One way to achieve this is to hurt high performers (Duffy et al., 2008; Vecchio, 1995). Studies have shown that harming the jealous person reduces the frustration of the jealous person due to inferiority and restores the injured self-esteem. And, when employees encounter threats to their status or status, they are more likely to attack the source of the threat—the high performer. By weakening high-performing people, on the one hand, it can release unfavorable comparative pressure, deter potential threats, and on the other hand, it can reduce the influence of high-performing people. Therefore, the colleagues' jealousy promotes interpersonal harm to high-performance employees. At the same time, colleagues' jealousy played an intermediary role between high-performing employees and the interpersonal harm they suffered.

(3) Colleagues are jealous that the intermediary perceives the existence of high-performing employees as a relationship with colleagues' interpersonal harm to high-performing employees. The strengths and resources possessed by high-performing employees may trigger jealousy among colleagues. In order to compete for the organization's competitive resources, implement interpersonal harm to high-performance employees, such as excluding high-performance employees.

(4) Political skills regulate the relationship between jealousy of high-performing employees and colleagues, that is, when political skills are low, high-performing employees are more susceptible to jealousy of colleagues, and when political skills are higher, colleagues' jealousy is relatively low. When political skills are high, it is beneficial to get the favor and support of colleagues in the organization, and ultimately resolve interpersonal harm. Specifically, high-performance employees must not ignore political skills in their work in order to create high-quality subordinate relationships and a harmonious working atmosphere and win the greatest benefits for the development of their career path. According to the existing research results, Ferris et al. (2005) believe that political skills can alleviate some negative feelings of employees. Employees with high political skills are more inclined to build a good impression in the organization. They know how to rely on interpersonal influence to resolve interpersonal harm and leave a good impression on colleagues and leaders, so they win their trust and affirmation in the workplace. Conversely, when employees' political skills are low, self-promotion, weakness, welcoming, and role models have a significant negative impact on job performance. Employees with low political skills are not easy to adapt to the work environment, and it is not easy to get approval from colleagues. Therefore, it is more likely to cause other colleagues to be jealous and to suffer interpersonal harm.

(5) Political skills adjustment perception High-performance employees have an indirect impact on interpersonal harm through colleagues' jealousy. The lower the political skills, the more likely it is to perceive the existence of high-performing employees to increase the political skills of high-performing employees through jealousy of colleagues. When employees' political skills are low, self-promotion, weakness, welcome, and role model, all have a significant negative impact on job performance. Employees with low political skills are not easy to adapt to the work environment, and it is not easy to get approval from colleagues. Therefore, it is more likely to cause other colleagues to be jealous.

## 2. Theoretical Contribution

A relationship model of high-performance employees, political skills, jealousy, and interpersonal harm was constructed. This study explores how high-performing employees can mitigate interpersonal harm under the regulation of political skills. High-performing employees have knowledge levels, experience, and skills that exceed job requirements, but they are not necessarily harmless. The empirical test results in this article reveal the mediation of jealousy in the process of high-performance employees suffering from interpersonal harm. Role that is, high-performance employees in the workplace are more likely to cause colleagues to be jealous and suffer interpersonal harm. And political skills can play a regulating role as a contingency condition for high-performance employees and interpersonal injury. Political skills are the ability of employees to persuade, influence, and control others in the organization. They are the necessary social skills and communication skills that individuals need to have to adapt to the organization. High political skills enable individuals to effectively

understand others at work and use the acquired knowledge and information to influence others, thereby helping individuals or organizations achieve their goals. Therefore, the biggest innovation of this article is to find an effective means for high-performance employees to resolve interpersonal harm, that is, to improve political skills. This research framework enriches not only related theoretical research in the fields of high-performance employees, political skills, jealousy, and interpersonal harm but also provides theoretical and empirical support to accelerate the growth of high-performance employees.

### 3. Practical Implications

In today's highly talented and highly competitive society, organizations and companies' reliance on high-performing employees is increasing. If people want to make the best use of them, let high-performance employees maximize their capabilities and potential, and reduce the jealousy of colleagues and the interpersonal harm caused by them, it is necessary for high-performance employees themselves make adjustments and make efforts with organizational managers.

(1) People are extremely sensitive to whether interpersonal relationships are harmonious and whether they get along well. High-performance employees' cannot be out of place because they have high-performance capabilities. To handle the relationship with superior leaders and colleagues, they should communicate more with their colleagues, try to maintain close cooperation with them, and strive to expand your network of contacts.

(2) High-performance employees should learn to lower their mentality. Facing a colleague's jealousy, calm down, and cultivate patience and calmness. To deal with relationships with other colleagues, communicate more with colleagues, try to maintain close cooperation with them, and strive to expand their network of contacts.

(3) High-performance employees should improve their political skills and resolve interpersonal harm. Those with higher political skills usually achieve career success. Scholar research has also shown that strengthening the development and development of political skills benefits both employees and organizations (Todd et al., 2009; Ferris et al., 2005). Therefore, individuals with high performance should pay attention to the use of political skills, make good use of their excess performance, and actively communicate with colleagues outside of work. They can share their work experience and methods with colleagues to help them grow. You can show weakness at the right time and ask your colleagues for advice to leave a good impression of being humble, easy to learn, and respectful of others. Based on speaking with strength, you also have a good relationship between up and down to achieve the success of professional development and maximize the benefits of individuals and enterprises.

(4) The organization must pay attention to and adjust the working atmosphere in the organization, especially the relationship with colleagues, to give high-performance employees more room to realize their self-worth and potential and reduce their worries. Organizations should try to retain high-performance employees and provide a supportive organizational environment for high-performance employees, such as improving the political skills of high-performance employees through training and development, guidance, and organizational learning. Employees with high political skills are good at building good interpersonal network relationships in the organization, to obtain valuable resources, promote the improvement of work performance, and be recognized by superiors. Individuals with high political skills are more likely to gain the trust of others, thereby increasing their reputation in the organization. Compared with employees with low political skills, people with high political skills build leadership-membership relationships through keen social sensitivity and network capabilities and show them their ability to work through close contact with leaders to obtain leadership recognition. And trust. People with high political skills can show great flexibility in interpersonal communication. By appropriately adjusting their behaviors to adapt to different situations and getting the desired response from others, they can make others happy, improve and Reduce the suspicions and gaps between employees so that high-performance employees can fully utilize their capabilities. Otherwise, they are very likely to be unable to avoid interpersonal harm behavior, fight alone, and may eventually lead to the loss and waste of human resources.

### 4. Research Limitations and Prospects

Based on reading and collating existing related literature, this paper proposes a relationship model between high-performance employees, political skills, jealousy, and interpersonal harm. Subsequently, a questionnaire was issued to conduct a survey, and the collected data were subjected to statistical analysis to explore the relationship between various variables and the mechanism of action. Finally, theoretical and practical conclusions were obtained. However, due to the limitation of objective conditions, there are still some deficiencies in the research of this paper, which need to be further improved in future research.

(1) The sample range is limited. The object of this study is mainly internal employees of Chinese companies. Due to the limitation of network resources and the geographical scope of the investigation is mainly in Anhui area, the amount of data collected is insufficient, and the research conclusions are difficult to generalize.

Therefore, in future research, we can consider expanding the scope of the survey and conducting multi-regional and multi-industry research to make the research results universal.

(2) Limitations of research methods. In view of the operability of the actual collected data, this survey was conducted in the form of self-evaluation by employees, and no survey method combining self-evaluation and other evaluations was adopted. A single self-assessment survey method may cause measurement bias and cannot accurately and objectively evaluate the actual situation of the person under test. Therefore, a combination of self-assessment and other assessment survey methods may be considered in future research.

(3) The investigation on interpersonal injury is still completed by the test subject, and there may be deviations. The impact of high-performing employee perceptions, political skills, and colleagues' jealousy on interpersonal harm should be a long-term process. Therefore, in subsequent studies, longitudinal surveys can be considered to collect data at different time points to more accurately explore the interaction between these variables.

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