

員工偏差行為之跨層次分析

李宇青、吳孟玲

E-mail: 345975@mail.dyu.edu.tw

摘要

本研究旨在以情感事件理論為基礎檢視個體層級和群體層級之主管不當監督、同事認同威脅對個體層次的員工偏差行為的影響，並採情感事件理論為理論背景。以跨國企業員工為樣本，使用階層線性模型來驗證假說。研究結果顯示，個體層次方面，主管不當監督、同事認同威脅對員工偏差行為具有正向的影響，且負面情緒對於主管不當監督和員工偏差行為具有部份的中介效果，對於同事認同威脅和員工偏差行為具有部份的完全效果。在工作單位層次方面，僅同事認同威脅對員工偏差行為具有正向的影響，且負面情緒氛圍對同事認同威脅和員工偏差行為具有中介效果。此外，負面情緒氛圍和負面情緒的跨層次交互作用對員工偏差行為亦有正向的影響。最後，本研究亦對學術與管理意涵、研究限制與未來之研究建議提出討論。

關鍵詞：情感事件理論、主管不當監督、同事認同威脅、員工偏差行為

目錄

內容目錄 中文摘要	iii 英文摘要
. iv 誌 謝 辭	v 內容目錄
. vi 表目錄	vii 圖目錄
. viii 第一章 緒論	1 第二章 文獻探討
. 5 第一節 情感事件理論	5 第二節 員工偏差行為
. 6 第三節 負面情緒	7 第四節 不當監督與員工偏差
. 8 第五節 認同威脅員工偏差行為	10 第六節 負面情緒為中介
. 13 第七節 負面情緒氛圍為中介	14 第八節 個體負
. 16 第三章 研究方法	18 第一
. 18 第一節 研究架構	18 第二節 研究對象及施測方式
. 20 第四節 分析策略	22
. 24 第五章 結論與建議	
. 29 第一節 結論	29 第二節 管理意涵
. 31 第三節 研究限制	32 參考文獻
. 34 附錄 中文問卷	43

參考文獻

- Agnew, R. (2001). Building on the foundation of general strain theory: Specifying the types of strain most likely to lead to crime and delinquency. *The Journal of Research in Crime and Delinquency*, 38(4), 319-361. Andersson, L. and Pearson, C. (1999). Tit-for-Tat? The Spiraling Effect of Incivility in the Workplace. *Academy of Management Review*, 24 (3): 452-471. Aquino, K., Lewis, M. U., & Bradfield, M. (1999). Justice constructs, negative affectivity, and employee deviance: A proposed model and empirical test. *Journal of Organizational Behavior*, 20, 1073-1091. Aryee, S., Sun, L. Y., Chen, Z. X. G., & Debrah, Y. A. (2008). Abusive Supervision and Contextual Performance: The Mediating Role of Emotional Exhaustion and the Moderating Role of Work Unit Structure. *Management and Organization Review*, 4(3), 393-411. Ashforth, B. (1997). Petty tyranny in organizations: A preliminary examination of antecedents and consequences. *Canadian Journal of Administrative Sciences*, 14(2), 126-140. Averill, J. R. (1982). Anger and aggression: An essay on emotion. New York: Springer-Verlag. Ayoko, O. B., Callan, V., J., & Hartel, C. E. J. (2003). Workplace conflict, bullying, and counterproductive behaviors. *The International Journal of Organizational Analysis*, 11(4), 283-301. Baron, S. W., & Hartnagel, T. F. (2002). Street youth and labor market strain. *Journal of Criminal Justice*, 30, 519?533. Barsky, A., Kaplan, S. A., and Beal, D. J. (2010). Just Feelings? The Role of Affect in the Formation of Organizational Fairness Judgments. *Journal of Management*, 37(1), 248-279. Bennett, R.J., & Robinson, S.L. (2000). The development of a measure of workplace deviance. *Journal of Applied Psychology*, 85, 349-360. Bennett, R. J., & Robinson, S. L. (2003). The past, present and future of workplace deviance research. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (2nd ed., pp. 247-281). Mahwah, N.J.: Erlbaum. Bies, R. J., & Tripp, T. M. (1996). Beyond distrust: getting even and the need for revenge. In R. M., Kramer, & T. R. Tyler (Eds), *Trust in Organizations: Frontiers of Theory and Research*

(pp. 246-260). Thousand Oaks, CA: Sage Publications Inc.. Bolin, A. & Heatherly, L. (2001), Predictors of employee deviance: the relationship between bad attitudes and bad behavior. *Journal of Business and Psychology*, 15(3), 405-418. Bono, J. E., Foldes, H. J., Vinson, G., Muros, J. P. (2007). Workplace Emotions: The Role of Supervision and Leadership. *Journal of Applied Psychology*, 92(5), 1357-1367. Brackett, M. A., Palomera, R., Mojsa-Kaja, J., Reyes, M. R. & Salovey, P. (2010), Emotion-regulation ability, burnout, and job satisfaction among British secondary-school teachers. *Psychology in the Schools*, 47, 406-417. Brackett, M. A., Rivers, S. E., and Salovey, P. (2011). Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success. *Social and Personality Psychology Compass* 5(1), 88 – 103. Bruk-Lee, V., & Spector, P. (2006). The social- stressors counterproductive work behaviors link: Are conflicts with supervisors and co-workers the same? *Journal of Occupational Health Psychology*, 11, 145-156. Burton, J. P., & Hoobler, J. M., (2006). Subordinate self-esteem and abusive supervision. *Journal of Managerial Issues*, 18(3), 340-355. Clinard, M. B., & Meier, R. F. (2008). *Sociology of Deviant Behavior*, 13th Ed. Belmont, CA: Wadsworth. Craig, D. Crossley, & Stanton, J. M. (2005). Negative affect and job search: Further examination of the reverse causation hypothesis. *Journal of Vocational behavior*, 66, 549-560. Detert, J. R., Trevino, L. K., Burris, E. R., & Andiappan, M. (2007). Managerial modes of influence and counter productivity in organizations: A longitudinal businessunit-level investigation. *Journal of Applied Psychology*, 92, 993-1005. Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45, 331 – 351. Duffy, M. K., Ganster, D. C., Shaw, J. D., Johnson, J. L., & Pagon, M. (2006). The social context of undermining behavior at work. *Organizational Behavior and Human Decision Processes*, 101(1), 105-126. Dunlop, P. D., & Lee, K. (2004). Workplace deviance, organizational citizenship behavior, and business unit performance: the bad apples do spoil the whole barrel. *Journal of Organizational Behavior*, 25(1), 67-72. Ferguson, M., & Barry, B. (2011). I know what you did: The effects of interpersonal deviance on bystanders. *Journal of Occupational Health Psychology*, 16, 80-94. Grandey, A. A., Tam, A. P., & Brauburger, A. L., (2002). Affective states and traits in the workplace: diary and survey date from young workers. *Motivation and emotion*, 26(1), 31-55. Hershcovis, M. S. Turner, N. Barling, J. Arnold, K. A. Dupre, K. E. Inness, M. LeBlanc, M. M. Sivanathan, N.(2007). Predicting Workplace Aggression: A Meta-Analysis. *Journal of Applied Psychology*. 92(1), 228-238. Hollinger, R. C., & Clark, J. P. (1982). Formal and informal social controls of employee deviance. *The Sociological Quarterly*, 23(3), 333 – 343. Horowitz, I., Weigler, H., & Basis, L. (2010). Is good character good enough: The effects of situational variables on the relationship between integrity and counterproductive work behaviors. *Human Resource Management Review*, 20, 73-84. Jang, S. J., & Johnson, B. R. (2003). Strain, Negative Emotions, and Deviant Coping Among African Americans: A Test of General Strain Theory. *Journal of Quantitative Criminology*, 19, 79-105. Judge, T. A., Scott, B. A., & Ilies, R. (2006). Hostility, job attitudes, and workplace deviance: Test of a multilevel model. *Journal of Applied Psychology*, 91(1), 126-138. Kelly, J. R. and Barsade, S. G. (2001). Mood and Emotions in Small Groups and Work Teams. *Organizational Behavior and Human Decision Processes*, 86(1), 99-130. Klein, K. J., Dansereau, F., & Hall, R. J. (1994). Levels Issues in Theory Development, Data Collection, and Analysis. *The Academy of Management Review*, 19(2), 195-229 Kwok, C.-K., Au, W.T., Ho, J.M.C. (2005), Normative controls and self-reported counterproductive behaviors in the workplace in China, *Applied Psychology: AN INTERNATIONAL REVIEW*, 54 (4), 456-475. LeBlanc, M. M., & Kelloway, E. K. (2002). Predictors and outcomes of workplace violence and aggression. *Journal of Applied Psychology*, 87, 444 – 453. Lee, K., & Allen, N. J. (2002). Organizational citizenship behavior and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87, 131 – 142. Liao, H., Joshi, A., & Chuang, A. (2004). Sticking out like a sore thumb: Employee dissimilarity and deviance at work. *Personnel Psychology*, 57, 969-1000. Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. J. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19, 161 – 177. Lockwood, D. (1997). Violence among Middle School and High School Students: Analysis and Implications for Prevention. Washington, DC: National Institute of Justice. Marcus, B. & Schuler, H. (2004). Antecedents of counterproductive at work:a general perspective. *Journal of Applied Psychology*, 89, 647. Marcus, B., & Schuler, H. (2004). Antecedents of Counterproductive Behavior at Work: A General Perspective. *Journal of Applied Psychology*, 89(4), 647-660. Mazerolle, P., Burton Jr., V. S., Cullen, F. T., Evans, T. D., & Payne, G. L. (2000). Strain, anger, and delinquent adaptations: Specifying general strain theory. *Journal of Criminal Justice*, 28, 89-101. Miller, N., Pedersen, W. C., Earleywine, M., & Pollock, V. E. (2003). A theoretical model of triggered displaced aggression. *Personality and Social Psychology Review*, 7(1), 75-97. Mitchell, M. S., & Ambrose, M. L. (2007). Abusive supervision and workplace deviance and the moderating effects of negative reciprocity beliefs. *Journal of Applied Psychology*, 92(4), 1159-1168. Moon, B., Hays, K., & Blurton, D. (2009). General strain theory, key strains, and deviance. *Journal of Criminal Justice*, 37(1), 98-106. Piquero, N. L., & Sealock, M. D. (2000). Generalizing general strain theory: An examination of an offending population. *Justice Quarterly*, 17, 449-488. Rhoades, J. A., Arnold, J., & Jay, C. (2001). The role of affective traits and affective states in disputants' motivation and behavior during episodes of organizational conflict. *Journal of Organizational Behavior*, 22, 329-345. Robinson, S. and O ' Leary-Kelly, A. (1998). Monkey see, monkey do: the influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41(6), 658-72. Robinson, S. L., & Bennett, R. J. (1995). A Typology of deviant workplace behaviors: A multi-dimensional scaling study. *Academy of Management Journal*, 38(2), 555-572. Robinson, S. L. and Bennett, R. J. (1997). Workplace deviance: its definition, its manifestations, and its causes. *Research on Negotiations in Organizations*, 6, 3-27. Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190. Tepper, B. J. (2007). Abusive supervision in work organizations: Review, synthesis and research agenda. *Journal of Management*, 33, 261-289. Tepper, B. J., Carr, J.C., Breaux, D. M., Geider, S., Hu, C., Hua, W.(2009). Abusive supervision, intentions to quit, and employees ' workplace deviance: A power dependence analysis. *Organizational Behavior and Human Decision Processes*, 109(2), 156-167. Tepper, B. J., Henle, C. A., Lambert, L. S., Giacalone, R. A., & Duffy, M. K. (2008). Abusive supervision and subordinates ' organization deviance. *Journal of Applied Psychology*, 93, 721-732. Vaez, M.,

Ekberg, K., & LaFlamme, L. (2004). Abusive Events at Work among Young Working Adults - Magnitude of the Problem and its Effect on Self-Rated Health. *Relations Industrielles/Industrial Relations*, 59(3), 569-584. Vardi, Y., & Wiener, Y. 1996. Misbehavior in organizations: A motivational framework. *Organizational Science*, 7, 151-165. Vardi, Y., (2001). The Effects of Organizational and Ethical Climates on Misconduct at Work. *Journal of Business Ethics*, 29, 325-337. Wendi J. Everton, Jeffrey A. Jolton, Paul M. Mastrangelo. (2007). Be nice and fair or else: understanding reasons for employees' deviant behaviors. *Journal of Management Development*, 26(2), 117-131. Y., Levkovita, D. Lamy, P. Temochiano, I. Treves, & S. Fenning (2003). Perception of dyadic relationship and emotional states in patients with affective disorder. *Journal of affective disorders*, 75, 19-28. Yang, J., & Diefendorff, J.M. (2009). The relations of daily counterproductive workplace behavior with emotions, situational antecedents, and personality moderators: A diary study in Hong Kong. *Personnel Psychology*, 62(2), 259-295.