

Using hierarchical linear modeling to investigate effects of subordinate in-role performance, behavior, and similarity w

詹孟儒、吳孟玲

E-mail: 354834@mail.dyu.edu.tw

ABSTRACT

This research examined the effects of subordinate in-role performance, behavior, and similarity with supervisor on abusive supervision by attribution theory, reciprocity norm and similarity- attraction paradigm. Data from 25 companies of 52 departments were collected to analyze antecedents of the abusive supervision using hierarchical linear models. Our results indicated that individual- and group-level misbehavior and citizenship behavior can have a significant impact on abusive supervision. Implications of the current study and directions for future research are discussed.

Keywords : Abusive supervision、 In-role performance、 Organizational misbehavior、 Organizational citizenship behavior、 Similarity

Table of Contents

內容目錄	viii	圖目錄	vi
.	viii	第壹章 緒論	ix
.	1	第貳章 文獻回顧與假說推導	7
7 第二節 個人工作績效與不當監督	7	7 第一節 不當監督	7
第四節 個人組織偏差行為與不當監督	12	8 第三節 群體工作績效與不當監督	11
第六節 個人組織公民行為與不當監督	16	12 第五節 群體組織偏差行為與不當監督	15
第八節 相似性	21	16 第七節 群體組織公民行為與不當監督	18
第十節 年齡之相似與不當監督	24	21 第九節 性別之相似與不當監督	22
.	25	24 第十一節 教育程度之相似與不當監督	
.	26	26 第一節 研究架構	
.	28	27 第二節 樣本來源與施測程序	
36 第一節 信效度分析	36	27 第三節 操作性定義	
.	37	33 第肆章 研究結果	
.	41	37 第二節 階層線性模型分析	
.	41	41 第一節 結論與討論	
.	48	45 第三節 研究限制與建議	
.	81	50 附錄 研究問卷	
.	40	26 表目錄 表4-1 階層線性模型之分析結果	

REFERENCES

Ackroyd, S. and Thompson, P. (1999), *Organizational Misbehaviour*, Sage, London. Allen, T. D., & Rush, M. C. (1998). The effects of organizational citizenship behavior on performance judgments: A field study and a laboratory experiment. *Journal of Applied Psychology*, Vol.83, pp. 247 – 260. Ames, C. (1981). Competitive versus Cooperative Reward Structures: The Influence of Individual and Group Performance Factors on Achievement Attributions and Affect. *American Educational Research Journal*, Vol. 18, No. 3, pp. 273-287. Ancona, D. (1993). The classics and the contemporary: A new blend of small group theory. In J. K. Anderson J, C., & Gerbing D, W. (1988). *Structural equation modeling in practice: A review and recommended two-step approach*. *Psychological Bulletin*, Vol.103, pp. 411 – 423. Andersson, L. M., & Pearson, C. M. (1999). Tit for tat? The spiraling effect of incivility in the workplace. *Academy of Management Review*, Vol.24, pp. 452 – 471. Andreoli, N., & Lefkowitz, J. (2009). Individual and Organizational Antecedents of Misconduct in Organizations. *Journal of Business Ethics*, Vol. 85. pp, 309 – 332. Aquino, K., & Bradfield, M. (2000). Perceived victimization in the workplace: The role of situational factors and victim characteristics. *Organization Science*, Vol.11, pp. 525 – 537. Aquino, K., Tripp, T. M., & Bies, R. J. (2001). How Employees Respond to Personal Offense: The Effects of Blame Attribution, Victim Status, and Offender Status on Revenge and Reconciliation in the Workplace. *Journal of Applied Psychology*, Vol. 86, No. 1, 52-59. Arkin, R. M., & Duval. S. (1975). Focus of attention and causal attributions of actors and observers. *J. Exp. Soc. Psych*, Vol.11, pp.427-38. Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. (2007). Antecedents and Outcomes of Abusive Supervision: Test of a

Trickle-Down Model. *Journal of Applied Psychology*, Vol. 92, No. 1, 191 – 201. Aryee, S., Sun, L. Y., Chen, Z. X., & 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*, Vol.4. No.3, pp. 393 – 411. Ashford, S. J., & Tsui, A. S. (1991). Self-regulation for managerial effectiveness: The role of active feedback seeking. *Academy of Management Journal*, Vol.34, pp.251 – 280. Ashforth, B. (1994). Petty tyranny in organizations. *Human Relations*, Vol.47, pp. 755-778. Ashforth, B. (1997). Petty tyranny in organizations: A preliminary examination of antecedents and consequences. *Canadian Journal of Administrative Sciences*, Vol.14, pp. 126 – 140. Ashforth, B. E. (1987). Organizations and the petty tyrant: An exploratory study. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA. Ashforth, B. E., & Mael, F. (1989). Social identity theory. *Academy of Management Review*, Vol.14, pp. 20-39. Atman, I., & Taylor, D. A. (1973). Social penetration: The development of interpersonal relationships. New York: Holt, Rinehart, & Winston. Avery, D. R., Volpone, S. D., McKay, P. F., & Wilson, D. C. (2011). Is Relational Demography Relative? How Employment Status Influences Effects of Supervisor – Subordinate Demographic Similarity. *Journal of Business and Psychology*, Vol. 10, pp. 1-16. Bagozzi, R. P. (1980). *Causal Models in Marketing*. New York: John Wiley & Sons. Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the Job Demands-Resources model to predict burnout and performance. *Human Resource Management*, Vol.43, pp. 83 – 104. Bamberger, P. A., Bacharach, S. B. (2006). Abusive supervision and subordinate problem drinking: Taking resistance stress and subordinate personality into account. Vol.59. No.6, pp. 723 – 752. Bandura, A. (1973). *Aggression: A social learning analysis*. Englewood Cliffs, NJ: Prentice Hall. Barnes, L. B. (1981). Managing the paradox of trust. *Harvard Business Review*, Vol.59, pp. 107-116. Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, Vol.44, pp. 1-26. Bass, B. M. (1990). *Bass and Stogdill's handbook of leadership* (3rd ed.). New York: Free Press. Batson, C. D. (1993). Communal and exchange relationships: What is the difference? *Personality and Social Psychology Bulletin*, Vol. 19. Pp. 677-683. Bauer, T. N., & Green, S. G. (1996). Development of leader-member exchange: A longitudinal test. *Academy of Management Journal*, 39, 1538-1567. Becker, T. E., & Kernan, M. C. (2008). Matching Commitment to Supervisors and Organizations to In-Role and Extra-Role Performance. *Human Performance*, Vol.16. No. 4, pp. 327-348. Becker, T. E., Kernan, M. C. (2003). Matching Commitment to Supervisors and Organizations to In-Role and Extra-Role Performance. *Human Performance*, Vol. 16.No.4, pp.327 – 348. Bell, S. T. (2007). Deep-level composition variables as predictors of team performance: A meta-analysis. *Journal of Applied Psychology*, Vol.92, pp. 595-615. Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, Vol.85. pp. 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 science* (2nd ed., pp. 247 – 281). Mahwah, NJ: Erlbaum. Berger, J. & Zelditch, M. (1985). *Status, Rewards, and Influence*. San Francisco: Jossey-Bass. Berkowitz, L. & Friedman, P. (1967). Some social class differences in helping behavior. *Journal of Personality and Social Psychology*, Vol.5, pp. 217-225. Berkowitz, L. (1993). *Aggression: Its causes, consequences, and control*. McGraw-Hill series in social psychology. pp. 485-501. Berscheid, E., & Walster, E. (1978). Issues in studying close relationships: Conceptualizing and measuring closeness. In C. Hendrick (Ed.), *Close relationships: Review of personality and social psychology* (Vol. 10, pp. 63 – 91). Newbury Park, CA: SAGE. Biron, M. (2010). Negative reciprocity and the association between perceived organizational ethical values and organizational deviance. *Human Relations*, Vol. 63. No.6, pp. 875 – 897. Blau PM (1964) *Exchange and Power in Social Life*. New York: Wiley. Bliese, P. D. (1998). Group Size, ICC Values, and Group-Level Correlations: A Simulation. *Organizational Research Methods*, Vol. 1. No. 4, pp.355-373. Bogaardt, H. C. A., Speyer, R., Baijens, L. W. J., & Fokkens, W. J. (2009). Cross-cultural Adaptation and Validation of the Dutch Version of SWAL-QoL. *Dysphagia*, Vol.24, pp. 66 – 70. Borman, W.C. (2004). *The Concept of Organizational Citizenship*. Personnel Decisions Research Institutes, Inc., Tampa, Florida, and University Of South Florida. Brass, D. J. (1995). A social networks perspective on human resource management. *Research in Personnel and Human Resource Management*, Vol.13, pp. 39-79. Breaux, D. M., Perrewé, P. L., Hall, A. T., Frink, D. D., & Hochwarter, W. A. (2008). Time to try a little tenderness? The detrimental effects of accountability when coupled with abusive supervision. *Journal of Leadership & Organizational Studies*, Vol.15, pp. 111 – 122. Brown, A. K., Barrick, M. R., & Franke, M. (2002). Applicant Impression Management: Dispositional Influences and Consequences for Recruiter Perceptions of Fit and Similarity. *Journal of Management*, Vol. 28, pp. 27-46. Brown, M. E., & Trevino, L. K. (2006). Socialized Charismatic Leadership, Values Congruence, and Deviance in Work Groups. *Journal of Applied Psychology*, Vol. 91, No. 4, pp.954 – 962. Brown, S. P. & Peterson, R. A. (1993). Antecedents and Consequences of Salesperson Job Satisfaction: A Meta-Analysis and Assessment of Causal Effects. *Journal of Marketing*, Vol.30, pp. 63-77. Bruk-Lee, V., & Spector, P. E. (2006). The social stressors counter-productivity work behaviors link: Are conflicts with supervisors and coworkers the same? *Journal of Occupational Health Psychology*, Vol.11, pp. 145 – 156. Bryk, A. S., & Raudenbush, S. W. (1992). *Hierarchical linear models*. Newbury Park, CA: Sage. Byrne, D. (1966). *The attraction paradigm*. New York: Academic Press. Byrne, D. (1971). *The attraction paradigm*. New York, NY: Academic Press. Byrne, D. (1992). The transition from controlled laboratory experimentation to less controlled settings: Surprise! Additional variables are operative. *Communication Monographs*, Vol.59, pp.190 – 198. Calder, B. J. (1977). An attribution theory of leadership. In B. M. Staw and G. R. Salancik (Eds.), *New directions in organizational behavior*. Chicago: St. Clair Press, 1977. Carstensen, L. L. (1992). Social and emotional patterns in adulthood: Support for socio-emotional selectivity theory. *Psychology and Aging*, Vol.7, pp. 331-338. Castro, C. B., Armario, E. M., & Ruiz, D. M. (2004). The influence of employee organizational citizenship behavior on customer loyalty. *International Journal of Service Industry Management*, Vol. 15 No. 1, pp. 27-53. Chan, D. (1998). Functional relations among constructs in the same content domain at different levels of analysis: a typology of composition models, *Journal of Applied Psychology*, Vol. 83 No. 2, pp. 234-46. Chen, G. (2005). Newcomer adaptation in teams: Multilevel antecedents and outcomes. *Academy of Management Journal*, Vol.48, pp. 101-116. Chen, G., Kirkman, B. L., Kanfer, R., Allen, D., &

Rosen, B. (2007). A Multilevel Study of Leadership, Empowerment, and Performance in Teams. *Journal of Applied Psychology*, Vol.92, No. 2, pp. 331 – 346.

Chen, Yi-Feng., Huang, Xu., Tjosvold, Dean. (2005). Similarity in Gender and Self-Esteem for Supportive Peer Relationships: The Mediating Role of Cooperative Goals. pp. 1-46.

Cheryan, S., & Bodenhausen, G. V. (2000). When positive stereotypes threaten intellectual performance: The psychological hazards of “ model minority ” status. *Psychological Science*, Vol.11. No. 7, pp. 399 – 402.

Choi, J. N., Price, R, H., & Vinokur, A. D. (2003). Self-efficacy changes in groups: effects of diversity, leadership, and group climate. *Journal of Organizational Behavior*, Vol. 24, 1 – 16.

Cialdini, R. B., & Trost, M. R. (1998). Social influence: Social norms, conformity and compliance. In D. T. Gilbert, S. T. Fiske, & G. Lindzey (Eds.), *The handbook of social psychology* (4th ed., Vol. 2, pp. 151 – 192). New York: McGraw-Hill.

Cialdini, R. B., Green, B. L., & Rusch, A. J. (1992). When tactical pronouncements of change become real change: The case of reciprocal persuasion. *Journal of Personality and Social Psychology*, Vol.63, 30-40.

Coates, D., B. Wortman, & A. Abbey (1979). Reactions to victims. Pp. 21-52 in I. H. Frieze, D. Bar-Tal, and J. S. Carroll (eds.), *New Approaches to Social Problems: Applications of Attribution Theory*. San Francisco: Jossey-Bass.

Colbert, A. E., Mount, M. K., Harter, J. K., Witt, L. A., & Barrick, M. R. (2004). Interactive Effects of Personality and Perceptions of the Work Situation on Workplace Deviance. *Journal of Applied Psychology*, Vol. 89, No. 4, 599 – 609.

Cole, M. S., Walter, F., & Bruch, H. (2008). Affective Mechanisms Linking Dysfunctional Behavior to Performance in Work Teams: A Moderated Mediation Study. *Journal of Applied Psychology*, Vol. 93, No. 5, 945 – 958.

Crampton, S. M., & Wagner, J. A., III. (1994). Percept-percept inflation in Micro-organizational research: An investigation of prevalence and effect. *Journal of Applied Psychology*, Vol.9, pp. 67-76.

Crampton, S., Hodge, J. and Mishra, J. (1996), “ Transition – ready or not: the aging of America ’ s work force ”, *Public Personnel Management*, Vol. 25 No. 2, pp. 243-56.

Cropanzano R., & Mitchell, M. S. (2005) Social exchange theory: An interdisciplinary review. *Journal of Management*, Vol.31. No.6, pp. 874 – 900.

Daugherty, S. R., Baldwin, D. C., & Rowley, B. D. (1998). Learning, satisfaction, and mistreatment during medical internship: A national survey of working conditions. *Journal of the American Medical Association*, Vol.279, pp. 1194-1199.

Day, A. L., & Carroll, S. A. (2004). Using an ability-based measure of emotional intelligence to predict individual performance, group performance, and group citizenship behaviours. *Personality and Individual Differences*, Vol. 36, pp. 1443 – 1458.

Depaulo, B. M., Brittingham, G. L., & Kaiser, M. K. (1983). Receiving competence-relevant help: Effects on reciprocity, affect, and sensitivity to the helper ’ s nonverbally expressed needs. *Journal of Personality and Social Psychology*, Vol.45, pp. 1045-1060.

DeShon, R. P., Kozlowski, S. W., Schmidt, A. M., Milner, K. R., & Wiechmann, D. (2004). A Multiple-Goal, Multilevel Model of Feedback Effects on the Regulation of Individual and Team Performance. *Journal of Applied Psychology* 2004, Vol. 89, No. 6, 1035 – 1056.

Deutsch, M. (1973). *The resolution of conflict: Constructive and destructive processes*. New Haven, CT: Yale University Press.

Dienesch, R. M., & Liden, R. C. (1986). Leader – member exchange model of leadership: A critique and further development. *Academy of Management Review*, Vol.11, pp. 618 – 634.

Dirks, K. T., & McLean Parks, J. (2003). Conflicting stories: The state of the science of conflict. In J. Greenberg (Ed.), *Organizational behavior: The state of the science* (2nd ed., pp. 283 – 324). Mahwah, NJ: Lawrence Erlbaum.

Douglas, S. C., & Martinko, M. (2001). Exploring the Role of Individual Differences in the Prediction of Workplace Aggression. *Journal of Applied Psychology*, Vol. 86, No. 4, pp. 547-559.

Dragoni, L. (2005). Understanding the emergence of state goal orientation in organizational work groups: The role of leadership and multilevel climate perceptions. *Journal of Applied Psychology*, Vol.90, pp.1084 – 1095.

Driscoll, J. M. (1982). Perception of an aggressive interaction as a function of the perceiver ’ s aggression. *Perceptual and Motor Skills*, Vol.54, pp.1123 – 1134.

Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining and social support in the workplace. *Academy of Management Journal*, Vol.45, pp. 331 – 351.

Duffy, M. K., Shaw, J. D., Scott, K. L., & Tepper, B. J. (2006). The Moderating Roles of Self-Esteem and Neuroticism in the Relationship Between Group and Individual Undermining Behavior. *Journal of Applied Psychology*, Vol. 91, No. 5, pp. 1066 – 1077.

Dupre, K. E., Inness, M., Connelly, C. E., Barling, J., & Hopton, C. (2006). Workplace aggression in teenage part-time employees. *Journal of Applied Psychology*, Vol.91, pp. 987 – 997.

Edwards, J. R. (1994). The study of congruence in organizational behavior research: Critique and a proposed alternative. *Organizational Behavior and Human Decision Processes*, Vol.58, pp. 51-100.

Edwards, J. R. (2002). Alternatives to difference scores: Polynomial regression analysis and response surface methodology. In F. Drasgow & N. W. Schmitt (Eds.), *Advances in measurement and data analysis* (pp. 350-400). San Francisco: Jossey-Bass.

Ehrhart, M. G. & Naumann, S. E. (2004). Organizational citizenship behavior in work groups: A group norms approach. *Journal of Applied Psychology*, Vol.89, pp. 960-974.

Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behavior. *Human Performance*, Vol.19, pp.159-173.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, Vol. 86. No. 1. pp. 42-51.

Eisenberger, R., Cotterell, N., & Marvel, J. (1987). Reciprocation ideology. *Journal of Personality and Social Psychology*, Vol.53, pp. 743-750.

Eisenberger, R., Lynch, P., Aselage, J., & Rohdieck, S. (2004). Who takes the most revenge? Individual differences in negative reciprocity norm endorsement. *Personality and Social Psychology Bulletin*, Vol.30, pp. 789 – 799.

Elias, R. (1986). The politics of victimization: Victims, victimology, and human rights. *The Canadian Journal of Sociology / Cahiers canadiens de sociologie*, Vol. 12, No. 4, pp. 405-407.

Emmerik, H, V., Brenninkmeijer, V. (2009). Deep-Level Similarity and Group Social Capital: Associations With Team Functioning. *Small Group Research*, Vol.40, pp. 650 – 669.

Farris, C. F., & Lim, F. G. (1969). Effects of performance on leadership, cohesiveness, influence, satisfaction, and subsequent performance. *Journal of Applied Psychology*, Vol.53, pp. 490-497.

Feinberg, R. A., Miller, F. G., & Ross, G. A. (1981). Perceived and actual locus of control similarity among friends. *Personality and Social Psychology Bulletin*, Vol.7, pp. 85 – 89.

Feldman, J.M. (1986). A note on the statistical correction of halo error. *Journal of Applied Psychology*, Vol.71. No.1, p. 6-173.

Feshbach, S. (1997). The psychology of aggression: Insights and issues. In S. Feshbach & J. Zagrodzka (Eds.), *Aggression: Biological, developmental, and social perspectives* (pp. 213-235).

Feshbach, S., Feshbach, N., & Jaffe, Y. (1997). A longitudinal study of

the relationship between aggressive and depressive tendencies in elementary school age boys and girls. In S. Feshbach & J. Zagrodzka (Eds.), *Aggression: Biological, developmental, and social perspectives* (pp. 121-138). Foa, E. B., & Foa, U. G. (1974). *Societal structures of the mind*. Springfield, IL: Charles C. Thomas.

Foa, U. G., & Foa, E. B. (1980). Resource theory: Interpersonal behavior as exchange. In K. S. Gergen, M. S. Greenberg, & R. H. Willis (Eds.), *Social exchange: Advances in theory and research*. pp. 77-94.

Folger, R., & Skarlicki, D. P. (1998). A popcorn metaphor for employee aggression. In R. W. Griffin, A. O'Leary-Kelly, & J. Collins (Eds.), *Monographs in organizational behavior and industrial relations: Vol. 23. Dysfunctional behavior in organizations: Part A. Violent and deviant behavior* (pp. 43-81).

Fornell, C., & Larcker, D. G. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, Vol.18, pp. 39-50.

Fox S, Spector PE (1999) A model of work frustration-aggression. *Journal of Organizational Behavior*, Vol.20. No.6, pp. 915 – 931.

Friedlander, F. (1970). The primacy of trust as a facilitator of further group accomplishment. *Journal of Applied Behavioral Science*, Vol.6, pp. 387-401.

Frieze, I. H., and D. Bar-Tal. (1979). Attribution theory: Past and present. pp. 1-20 in I. H. Frieze, D. Bar-Tal, and J. S. Carroll (eds.), *New Approaches to Social Problems: Applications of Attribution Theory*. San Francisco: Jossey-Bass.

Fritz, C., & Sonnentag, S. (2006). Recovery, well-being, and performance-related outcomes: The role of workload and vacation experiences. *Journal of Applied Psychology*, Vol.91, pp. 936-945.

Furnham, A., & Henderson, M. (1983). The mote in thy brother's eye, and the bean in their own: Predicting one's and others' personality test scores. *British Journal of Psychology*, Vol.74, pp. 381 – 389.

Gabarro, J. (1987). *The dynamics of taking charge*. Boston: Harvard Business School Press.

Gaertner, S. L., & Dovidio, J. F. (2000). *Reducing intergroup bias: The Common In-group Identity Model*. Philadelphia: Psychology Press.

Geen, R. G. (1990). *Human aggression*. Pacific Grove, CA: Brooks/Cole.

George JM. (1992). The role of personality in organizational life: Issues and evidence. *Journal of Management*, Vol.18, pp. 185 – 213.

George, J. M., & Bettenhausen, K. (1990). Understanding prosocial behavior, sales performance, and turnover: A group level analysis in a service context. *Journal of Applied Psychology*, Vol.75, pp. 629 – 636.

George, J. M., & Jones, G. R. (1997). Organizational spontaneity in context. *Human Performance*, Vol.10, pp. 153 – 170.

Gilmartin-Zena, P. (1983). Attribution theory and rape victim responsibility. *Deviant Behavior*, Vol.4, pp.357-374.

Glick, W. H. (1985). Conceptualizing and measuring organizational and psychological climate: Pitfalls in multi-level research. *Academy of Management Review*, Vol.10, pp. 601-616.

Glomb, T. M., & Liao, H. (2003). Interpersonal aggression in work groups: Social influence reciprocal, and individual effects. *Academy of Management Journal*, Vol.46, No. 4, pp.486-496.

Glomb, T. M., Richman, W. L., Hulin, C. L., Drasgow, F., Schneider, K. T., & Fitzgerald, L. F. (1997). Ambient Sexual Harassment: An Integrated Model of Antecedents and Consequences. *Organizational Behavior and Human Decision Processes*, Vol. 71, No. 3, pp. 309 – 328.

Goldberg, C. B. (2005). Relational Demography and Similarity-Attraction in Interview Assessments and Subsequent Offer Decisions. *Group & Organization Management*, Vol. 30 . pp. 597-624.

Gouldner, A. (1960). The norm of reciprocity. *American Sociological Review*, Vol.25, pp. 161 – 178.

Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, Vol. 25. pp. 161-178.

Greene, C. N. (1975). The reciprocal nature of influence between leader and subordinate. *Journal of Applied Psychology*, Vol.60, pp. 187-193.

Green Jr, K.W, Whitten, D., Medlin, B. (2005). Impact of relational differences on supervisor/subordinate dyad. *Industrial Management & Data Systems*. Vol. 105 No. 3, pp. 369-383.

Green, S. G., & Mitchell, T. R. (1979). Attributional processes of leaders in leader-member interactions. *Organizational Behavior and Human Performance*, Vol.23, pp.429-458.

Greenberg, J. (1990). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, Vol.75, pp. 561-568.

Greengerg, M. S., & Bar-Tal, D. (1976). Indebtedness as a motive for acquisition of "helpful" information. *Representative Research in Social Psychology*, Vol.7, pp. 19-27.

Hackman, J. R. (1990). *Groups That Work (and Those That Don't)*. San Francisco: Jossey-Bass.

Hackman, J. R. (1992). Group influences on individuals in organizations. In M. D. Dunnette, & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology*, Vol.2, pp. 199 – 267.

Harris, K. J., Kacmar, K. M., & Zivnuska, S. (2007). An investigation of abusive supervision as a predictor of performance and the meaning of work as a moderator of the relationship. *The Leadership Quarterly*, Vol.18, pp. 252 – 263.

Harrison, D. A., & Klein, K. J. (2007). What's the difference? Diversity constructs as separation, variety, or disparity in organizations. *Academy of Management Review* Vol.32, pp.1199 – 1228.

Harrison, D. A., Price, K. H., & Bell, M. P. (1998). Beyond relational demography: time and the effects of surface- and deep-level diversity on work group cohesion. *Academy of Management Journal*, Vol.41, pp. 96-107.

Harrison, D. A., Price, K. H., Gavin, J. H., & Florey, A. T. (2002). Time, teams, and task performance: changing effects of surface- and deep-level diversity on group functioning. *Academy of Management Journal*, Vol.45, pp.1029-1045.

Harvey, P., Stoner, J., Hochwarter, W., & Kacmar, C. (2007). Coping with abusive supervision: The neutralizing effects of ingratiation and positive affect on negative employee outcomes. *Leadership Quarterly*, Vol.18, pp. 264 – 280.

Helm, B., Bonoma, T. V., & Tedeschi, J. T. (1972). Reciprocity for harm done. *Journal of Social Psychology*, Vol.87, 89-98.

Herold, D. M. (1977). Two-Way Influence Processes in Leader-Follower Dyads. *The Academy of Management Journal*, Vol. 20, No. 2, pp. 224-237.

Hill, G. W. (1982). Group Versus Individual Performance: Are TV + 1 Heads Better Than One? *Psychological Bulletin*, Vol. 91, No. 3, 517-539.

Hobler, J. M., Brass, D. J. (2006). Abusive Supervision and Family Undermining as Displaced Aggression. *Journal of Applied Psychology*, Vol. 91, pp. 1125 – 1133.

Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology: An International Review*, Vol.50, pp. 337-421.

Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organization behavior*. pp. 57-81.

Hobman, E. V., & Bordia, P. (2006). The role of team identification in the dissimilarity-conflict relationship. *Group Processes and Intergroup Relations*, Vol.9, pp. 483-507.

Hochwarter, W. A., Witt, L. A., Treadway, D. C., & Ferris, G. R. (2006). The interaction of social skill and organizational support on job performance. *Journal of Applied Psychology*, Vol.91, pp. 482-489.

Hofmann, D. A. (1997). An overview of the logic and rationale of hierarchical linear models. *Journal of Management*, Vol.23, pp. 723-744.

Hollinger, R. C. (1986). Acts against the workplace: Social bonding and employee deviance. *Deviant Behavior*, Vol.7, pp. 53-75. Homans, G.C., (1950). *The Human Group*. Harcourt, Brace and Company, New York. Hoobler, J., & Brass, D. (2006). Abusive Supervision and Family Undermining as Displaced Aggression. *Journal of Applied Psychology*, Vol.91, pp. 1125-1133. House, R. J. (1971). A path goal theory of leadership effectiveness. *Administrative Science Quarterly*, Vol. 16, 321-338. House, R. J., & Mitchell, T. R. (1974). Path goal theory of leadership. *Journal of Contemporary Business*, Vol. 3, 81-97. Huang, X., & Lun, J. (2006). The impact of subordinate – supervisor similarity in growth-need strength on work outcomes: the mediating role of perceived similarity. *Journal of Organizational Behavior*, Vol. 27, pp. 1121 – 1148. Huang, X., Lun, J., Liu, A., & Gong, Y. (2010). Does participative leadership enhance work performance by inducing empowerment or trust? The differential effects on managerial and non-managerial subordinates. *Journal of Organizational Behavior*, Vol. 31, pp. 122 – 143. Hui, C., Law, K. S., & Chen, Z. X. (1999). A Structural Equation Model of the Effects of Negative Affectivity, Leader – Member Exchange, and Perceived Job Mobility on In-role and Extra-role Performance: A Chinese Case. *Organizational Behavior and Human Decision Processes*, Vol. 77, No. 1, pp. 3 – 21. Iddekinge-Van, C. H., Ferris, G. R., Perrewé, P. L., Perryman, A. A., Blass, F. R., & Heetderks, T. D. (2009). Effects of Selection and Training on Unit-Level Performance Over Time: A Latent Growth Modeling Approach. *Journal of Applied Psychology*, Vol. 94, No. 4, pp. 829 – 843. Ilgen, D. R., Mitchell, T. R., & Fredrickson, J. W. (1981). Poor performers: supervisors' and subordinates' responses. *Organizational behavior and human performance*, Vol.27, pp. 386-410. Inness, M., Barling, J., & Turner, N. (2005). Understanding supervisor-targeted aggression: A within-person between- jobs design. *Journal of Applied Psychology*, Vol.90, pp.731 – 739. James, L.R., Demaree, R.G., and Wolf, G. (1993). rwg: An Assessment of Within-Group Agreement, *Journal of Applied Psychology*, Vol.78. No.2, pp. 306 – 309. Jehn, K. A., & Mannix, E. A. (2001). The Dynamic Nature of Conflict: A Longitudinal Study of Intra-group Conflict and Group Performance. *The Academy of Management Journal*, Vol. 44, No. 2, pp. 238-251. Jones, E. E. (1976). How Do People Perceive the Causes of Behavior? Experiments based on attribution theory offer some insights into how actors and observers differ in viewing the causal structure of their social world. *American Scientist*, Vol. 64, No. 3, pp.300-305. Jones, E. E., & Davis, K. (1965). From acts to dispositions: The attribution process in person perception. In L. Berkowitz (Ed.) *Advances in experimental social psychology*, Vol. 2, pp. 89-102. Jordan, D. (1991). In the eye of the beholder: perceptions of female and male outdoor leaders. *Leisure Studies*, Vol.10. No. 3, pp. 235-245. Jung, D. I., & Avolio, B. J. (1999). Effects of Leadership Style and Followers' Cultural Orientation on Performance in Group and Individual Task Conditions. *The Academy of Management Journal*, Vol. 42, No. 2, pp. 208-218. Kammeyer-Mueller, J. D., Livingston, B. A., Liao, H. (2010). Perceived similarity, proactive adjustment, and organizational socialization. *Journal of Vocational Behavior*, pp. 1-12. Kaplan, H. B. (1975). *Self-attitudes and deviant behavior*. Pacific Palisades, CA: Goodyear. Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (2nd ed.). New York: Wiley. Keashly, L. (1998). Emotional abuse in the workplace: Conceptual and empirical issues. *Journal of Emotional Abuse*, Vol.1, pp. 85 – 117. Keashly, L., Trott, V., & MacLean, L. M. (1994). Abusive behavior in the workplace: A preliminary investigation. *Violence and Victims*, Vol.9, pp. 341-357. Kelley, H. H. (1967). Attribution theory in social psychology. In D. Levine (Ed.) *Nebraska symposium on motivation*, Vol.15, pp. 56-78. Kelley, H.H. (1973). The processes of causal attribution. *American Psychology*, Vol.28, pp. 107-128. Kerr, S., & Jermier, J. M. (1978). Substitutes for leadership: Their meaning and measurement. *Organizational Behavior and Human Performance*, Vol.22, pp. 375-403. Kidwell Jr, R. E., & Martin, C. L. (2004). The Prevalence (and Ambiguity) of Deviant Behavior at Work. *Academy of Management*, Vol.6, pp.1-38. Kidwell-Jr, R. E., Mossholder, K. W., & Bennett, N. (1997). Cohesiveness and Organizational Citizenship Behavior: A Multilevel Analysis Using Work Groups and Individuals. *Journal of Management*, Vol. 23, No. 6, pp.775-793. Kim, S. H., & Smith, R. H. (1993). Revenge and conflict escalation. *Negotiation Journal*, Vol.9, pp. 37-43. Kirchmeyer, C. (1995). Demographic similarity to the work group: A longitudinal study of managers at the early career stage. *Journal of Organizational Behavior*, Vol.16, pp. 67-83. Kossek, E. E., & Dyne, L. V. (2010). Face-Time Matters: A Cross-Level Model of How Work-Life Flexibility Influences Work Performance of Individuals and Groups. *Handbook of Work-Family Integration: Research, Theory, and Best Practices*, pp. 305-330. Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, Vol.54, pp. 101 – 114. Kravitz, D.A. (2003), “ More women in the workplace: is there a payoff in firm performance? ”, *Academy of Management Executive*, Vol. 17 No. 3, pp. 148-165. Kwantes, C. T., & Boglarsky, C. A. (2007). Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries. *Journal of International Management*, Vol.13, pp. 204 – 230. Laumann, E.O., (1966). *Prestige and Association in an Urban Community*. Bobbs- Merrill, Indianapolis. Leana, C. R. (1986). Predictors and consequences of delegation. *Academy of Management Journal*, Vol.29, pp.754-774. Lerner, M. J.(1980). *The Belief in a Just World*. New York: Plenum. Liao, H., & Chuang, A. (2007). Transforming Service Employees and Climate: A Multilevel, Multisource Examination of Transformational Leadership in Building Long-Term Service Relationships. *Journal of Applied Psychology*, Vol. 92, No. 4, 1006 – 1019. Liao, H., & Rupp, D. E. (2005). The Impact of Justice Climate and Justice Orientation on Work Outcomes: A Cross-Level Multifoci Framework. *Journal of Applied Psychology*, Vol. 90, No. 2, pp. 242 – 256. Liaw, Y. J., Chi, N. W., & Chuang, A. (2010). Examining the Mechanisms Linking Transformational Leadership, Employee Customer Orientation, and Service Performance: The Mediating Roles of Perceived Supervisor and Coworker Support. *Journal of Business and Psychology*, Vol. 25.No.3, pp.477-492. Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A longitudinal study on the early development of leader-member exchanges. *Journal of Applied Psychology*, Vol.78, pp. 662-674. Lim, S., Cortina, L. M., & Magley, V. J. (2008). Personal and Workgroup Incivility: Impact