

Using hierarchical linear modeling to investigate effects of abusive supervision and cultural value on deviant behavior

蔡川崎、吳孟玲

E-mail: 354839@mail.dyu.edu.tw

ABSTRACT

Based on affective events theory, this paper seeks to advance research on interpersonal relationships between supervisors and subordinates at work by integrating abusive supervision, cultural value, negative emotion, and deviant behavior research to develop a multi-level model. We tested the model using hierarchical linear modeling (HLM) to examine our hypothesis. At the individual level, negative emotion mediated the abusive supervision-deviant behavior relationship. At the group level, our results indicated that the relationship between abusive supervision and negative emotion was moderated by uncertainty avoidance and collectivism. Implications of the current study and directions for future research are discussed.

Keywords : abusive supervision、cultural value、deviant behavior、affective events theory

Table of Contents

內容目錄 中文摘要.....	III 英文摘要.....	IV 致謝辭.....	V 內容目
錄.....	VI 表目錄.....	VIII 圖目錄.....	IX 第一章 緒
論.....	1 第二章 文獻探討.....	5 第一節 不當監督.....	5 第二節 文化價
值.....	5 第三節 負面情緒.....	7 第四節 情感事件理論.....	8 第五節 員工偏差行
為.....	10 第六節 負面情緒之中介效果.....	11 第七節 文化價值之干擾效果.....	13 第三章 研究方
法.....	21 第一節 研究架構.....	21 第二節 研究對象.....	21 第三節 操作性定
義.....	22 第四節 分析方法.....	24 第五節 階層線性模型.....	24 第四章 研究結
果.....	26 第一節 信效度分析.....	26 第二節 HLM模型分析.....	26 第五章 研究結論
與建議.....	30 第一節 研究結論.....	30 第二節 管理意涵.....	31 第三節 研究限制與
未來建議.....	33 參考文獻.....	35 附錄A 員工問卷.....	73 附錄B 主管問
卷.....	78		

REFERENCES

- bou-Zeid, E. S. (2005). A culturally aware model of inter-organizational knowledge transfer, *Knowledge Management Research & Practice*, 3, 146-155. Ackermann, G. R. (2001). The influence of country and cultural differences in proactive and reactive theories of procedural justice, unpublished doctoral dissertation. Columbia University, New York, NY. Allred, K. G. (1999). Anger and retaliation: Toward an understanding of impassioned conflict in organizations. In R. J. Lewicki, R. J. Bies, & B. H. Sheppard (Eds.). *Research on negotiation in organizations*, Vol. 7, 27-58. Greenwich, CT: JAI Press. Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, 103(3), 411-423. Anwar M. N., Arif I., Sarwar M., & Awan R. N. (2011). Gender differences in Workplace Deviant Behavior of University Teachers and Modification Techniques. *International Education Studies*, 4(1). Appelbaum, S. H., Iaconi, G. D., & Matousek, A. (2007). Positive and negative deviant workplace behaviors: causes, impacts, and solutions. *Corporate Governance*, 7(5), 86-598. Aquino, K., & Douglas, S. (2003). Identity threat and antisocial behavior in organizations: The moderating effects of individual differences, aggressive modeling, and hierarchical status. *Organizational Behavior and Human Decision Processes*, 90, 195-208. 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. Aquino, K., Tripp, T. M., & Bies, R. J. (2006). Getting even or moving on? Power, procedural justice, and types of offense as predictors of retaliation, forgiveness, reconciliation, and avoidance in organizations. *Journal of Applied Psychology*, 91(4), 653-668. 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, 126-140. Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Executive*, 16, 76-86. Ashkanasy, N. M., Ashton-James, C. E., & Jordan, P. J. (2004). Performance impacts of appraisal and coping with stress in the workplace settings: The role of affect and emotional intelligence, in PL Perrewe & DC Ganster (eds.). *Emotional and Psychological Processes and*

Positive Intervention Strategies, 3, 1-43. Ashkanasy, N. M., Hartel, C. E. J. & Daus, C. S. (2002). Diversity and Emotion: The New Frontiers in Organizational Behavior Research. *Journal of Management*, 28(3), 307-338. Ayoko, O. B., Callan, V. J., & Hartel C. E. J. (2003). Workplace Conflict, Bullying, And Counterproductive Behaviors. *International Journal of Organizational Analysis*, 11(4), 283-301. Barclay, L., Skarlicki, D., & Pugh, D. (2005). Exploring the role of emotions in injustice perceptions and retaliation. *Journal of Applied Psychology*, 90(4), 629-643. Baron, R. A., & Neuman, J. H. (1996). Workplace violence and workplace aggression: Evidence on their relative frequency and potential causes. *Aggressive Behavior*, 22, 161-173. Baron, R. A., & Neuman, J. H. (1998). Workplace aggression – The iceberg beneath the tip of workplace violence: Evidence on its forms, frequency, and targets. *Public Administration Quarterly*, 21, 446-464. Bar-Tal, D. (1990). Group beliefs. New York: Springer-Verlag. Basch, J., and C.D. Fisher. (1998). Affective events – emotions matrix: A classification of work events and associated emotions. Paper presented at the emotions and organizational life conference, August, in San Diego, USA. Begley, T. M., Lee C., Fang, Y., & Li, J. (2002). Power distance as a moderator of the relationship between justice and employee outcomes in a sample of Chinese employees, *Journal of Managerial Psychology*, 17(8), 692-711. Bennett, R. J. (1998a). Perceived powerlessness as a cause of employee deviance. In R. Cn-iffin, A. O'Leary Kelley, & J. Collins, (Eds.). *Dysfunctional workplace behavior*, 221-239. Greenwich, CT: JAI Press. Bennett, R. J. (1998b). Taking the sting out of the whip: Reactions to consistent punishments for unethical behaviors. *Journal of Applied Social Psychology: Experimental*, 4, 1-15. Bennett, R. J., & Robinson, S. L. (2000). Development of a Measure of Workplace Deviance. *Journal of Applied Psychology*, 85(3), 349-360. Bies, R. J. (1999). Interactional (in)justice: The sacred and the profane. In J. Greenberg & R. Cropanzano (Eds.). *Advances in organizational behavior*, 89-118. San Francisco: New Lexington Press. Bies, R. J., & Tripp, T. M. (1998a). Two faces of the powerless: Coping with tyranny. In R. M. Kramer & M. A. Neale (Eds.), *Power and influence in organizations* (pp. 203 – 219). Bies, R. J., & Tripp, T. M. (1998b). Revenge in organizations: The good, the bad, and the ugly. In R. W. Griffin, A. O ' Leary-Kelly, & J. M. Collins (Eds.). *Dysfunctional behavior in organizations: Non-violent dysfunctional behavior*, 49-67. Stamford, CT: JAI Press. Bies, R. J., & Tripp, T. M. (1998). Two faces of the powerless: Coping with tyranny. In R. M. Kramer & M. A. Neale (Eds.), *Power and influence in organizations*, 203-219. Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182. Bies, R. J., Tripp, T. M., & Kramer, R. M. (1997). At the breaking point: Cognitive and social dynamics of revenge in organizations. In R. A. Giacalone & J. Greenberg (Eds.). *Antisocial behavior in organizations*, 18-36. Thousand Oaks, CA: Sage. Blau, P., & Scott, W.R. (1962). *Formal Organizations*, Chandler, San Francisco, CA. Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein & S. W. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations* (pp. 349 – 381). San Francisco, CA: Jossey-Bass. Bond, M. H., Wan, K., Leung, K. & Giacalone, R. A. (1985). How are responses to verbal insult related to cultural collectivism and power distance? *Journal of Cross-Cultural Psychology*, 16(1), 111-27. Bordia, P., Restubog, S. L. D., & Tang, R. L. (2008). When Employees Strike Back: Investigating Mediating Mechanisms Between Psychological Contract Breach and Workplace Deviance. *Journal of Applied Psychology*, 93(5), 1104-1117. Boyacigiller, N. A., & Adler, N. J. (1991). The parochial dinosaur: Organizational science in a global context. *Academy of Management Review*, 16(2), 262-290. Brotheridge, C. M., & Lee, R. T. (2010). Restless and confused: Emotional responses to workplace bullying in men and women. *Career Development International*, 15(7), 687-707. Bruursema, K. (2004). Leadership style and the link with counterproductive work behavior (cwb): An investigation using the job-stress/ cwb mode. *Theses and Dissertations*, 970. Capelli, P., & Sherer, P. D. (1991). The missing role of context in OB: The need for a meso-level approach. In L. L. Cummings & Barry M. Staw (Eds.). *Research in organizational behavior*, 13, 55-110. Greenwich, CT: JAI Press Inc. Chatman, J. A., Polzer, J. T., Barsade, S. G., & Neale, M. A. (1998). Being Different Yet Feeling similar: The influence of demographic composition and organizational culture on work processes and outcomes. *Administrative Science Quarterly*, 43, 749-780. Chen, C. C., Chen, X., & Meindl, J. 1998. How can coop-eration be fostered? The cultural effects of individualism-collectivism. *Academy of Management Review*, 23, 285-304. Chen, P. Y., & Spector, P. E. (1992). Relationships of work stressors with aggression, withdrawal, theft and substance use: An exploratory study. *Journal of Occupational and Organizational Psychology*, 65, 177-184. Chen, Q., Liu, Y., & Jiang, L. (2010). Culture distance and foreign equity ownership in international joint ventures Evidence from China. *Journal of Chinese Economic and Foreign Trade Studies*, 3(3), 189-203. Chen, X. P., Liu, D., & Portnoy, R. (2011). A Multilevel Investigation of Motivational Cultural Intelligence, Organizational Diversity Climate, and Cultural Sales: Evidence From U.S. Real Estate Firms. *Journal of Applied Psychology*, 97(1), 93-106. Chen, X. P., Triandis, H. C., Kim, U., Carnevale, P. J., de Dreu, C., Gelfand, M. J., et al. (2001). Culture and deception in business negotiations:Amultilevel analysis. *International Journal of Cross-Cultural Management*, 1, 73-90. Chiaburu, D. S., & Harrison, D. A. (2008). Do Peers Make the Place? Conceptual Synthesis and Meta-Analysis of Coworker Effects on Perceptions, Attitudes, OCBs, and Performance. *Journal of Applied Psychology*, 93(5), 1082-1103. Child, J. (1981). Culture, Contingency and Capitalism in the Cross-Natinnal Study of Organizations, in Cummings, L L & Staw, B. M. (eds). *Research in Organtzational Behavior*, 303-356. Choi, J. (2003). Outcome favorability, procedures, and individualism-collectivism in procedural justice perceptions. *Seoul Journal of Business*, 9(1), 1-26. Chow, C. W., Shields, M. D., & Chan, Y K. (1991). The effects of management controls and national culture on manufacturing performance: an empirical investigation. *Accounting, Organizations and Society*, 16(3), 209-26. Chu, R. J., & Chu, A. Z. (2010). Multi-level analysis of peer support, Internet self-efficacy and e-learning outcomes-The contextual effects of collectivism and group potency, *Computers & Education* 55, 145-154. Claes, R., & Ruiz-Quintanilla, S. A. (1998). Influences of Early Career Experiences, Occupational Group, and National Culture on Proactive Career Behavior. *Journal of Vocational Behavior*, 52, 357-378. Claes, R., & Ruiz-Quintanilla, S. A. (1998). Influences of Early Career Experiences, Occupational Group, and National Culture on Proactive Career Behavior. *Journal of Vocational Behavior*, 52, 357-378. Clugston M., Howell J. P., & Dorfman

P. W. (2000). Does Cultural Socialization Predict Multiple Bases and Foci of Commitment? *Journal of Management*, 26(1), 5-30. Coccia, C. (1998). Avoiding a toxic organization. *Nursing Management*, 29(5), 32-33. Cohen, A., & Keren, D. (2008). Individual Values and Social Exchange Variables. *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*, 89(4), 599-609. Colquitt, J. A., Noe, R. A., & Jackson, C. L. (2002). Justice in teams: Antecedents and consequences of procedural justice climate. *Personnel Psychology*, 55, 83-109. Cooke, R. A., & Szumal, J. L. (1993). Measuring normative beliefs and shared behavioral expectations in organizations: the reliability and validity of the Organizational Culture Inventory. *Psychological Reports*, 72, 1299-1330. Crossland, C., & Hambrick, D. C. (2011). Differences In Managerial Discretion Across Countries: How Nation-Level Institutions Affect The Degree To Which CEOs Matter. *Strategic Management Journal*, 32, 797-819. Dasborough, M. T. (2006). Cognitive asymmetry in employee emotional reactions to leadership behaviors. *The Leadership Quarterly*, 17, 163-178. Detert, J. R., Trevino, L. K., Burris, E. R., & Andiappan, M. (2007). Managerial modes of influence and counter productivity in organizations: A longitudinal business unit-level investigation. *Journal of Applied Psychology*, 92, 993-1005. Dickson, M. W., Den Hartog, D. N., Mitchelson, J. K. (2003). Research on leadership in a cross-cultural context: Making progress, and raising new questions. *The Leadership Quarterly*, 14, 729-768. Doney, P. A., Cannon, J. P., & Mullen, M. R. (1998). Understanding the Influence of National Culture on the Development of Trust. *The Academy of Management Review*, 23(3), 601-620. Dorfman, P. W., & Howell, J. P. (1988). Dimensions of national culture and effective leadership patterns: Hofstede revisited. *Advances in International Comparative Management*, 3, 127 – 150. Drach-Zahavy, A. (2004). The proficiency trap: How to balance enriched job designs and the team 's need for support. *Journal of Organizational Behavior*, 25, 979-996. Duffy, M. K., Ganster, D. C., & Pagon, M. (2002). Social undermining in the workplace. *Academy of Management Journal*, 45, 331-351. Dwyer, S., Mesak, H., & Hsu, M. (2005). An Exploratory Examination of the Influence of National Culture on Cross-National. *Journal of International Marketing*, 13(2), 1-27. Earley, P.C., (1993). East meets West meets Mideast: Further explorations of collectivistic and individualistic work groups. *Academy of Management Journal*, 36(2), 319-348. Earley, P.C., (1994). Self or group? Cultural effects of training on self-efficacy and performance. *Administrative Science Quarterly*, 39(1), 89-117. Enz, C.A. (1986). New directions for cross-cultural studies: Linking organizational and societal cultures. In R.N. Farmer (Ed.). *Advances in International Comparative Management*, 173-189. Greenwich, CT: JAI Press. Erez M., & Gati E. (2004). A Dynamic, Multi-Level Model of Culture: From the Micro Level of the Individual to the Macro Level of a Global Culture. *Applied Psychology: An International Review*, 53(4), 583-598. Etemadi, H., Dilami Z. D., Bazaz, M. S., & Parameswaran, R. (2009). Culture, Management Accounting and Managerial Performance: Focus Iran. *Advances in Accounting*, 25(2), 216-225. Farh, J. L., Hackett R. D., & Jian Liang J. (2007). Individual-Level Cultural Values as Moderators Of Perceived Organizational Support-Employee Outcome Relationships in China: Comparing the Effects Of Power Distance And Traditionality, *Academy of Management Journal*, 50(3), 715 – 729. Farh, J., Earley, P. C., & Lin, S. (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administration Science Quarterly*, 42, 421-444. Feldman, D. C. (1984). The development and enforcement of group norms. *Academy of Management Review*, 9, 47-53. Ferris, G. R., & Mitchell, T. R. (1987). The components of social influence and their importance for human resources research. In K. M. Rowland & G. R. Ferris (Eds.). *Research in personnel and human resources management*, 5, 103-128. Greenwich, CT: JAI Press. Fischer, R., Ferreira, M. C., Assmar, E. M. L., Redford, P., & Harb, C. (2005). Organizational Behaviour across Cultures. *International Journal of Cross Cultural Management*, 5(1), 27-48. Fisher, C. D. & Ashkanasy, N. M. (2000). The Emerging Role Of Emotions In Work Life: An Introduction. *Journal of Organizational Behavior*. 21, 123-129. Fisher, C. D. (1998). Mood and emotions while working-missing pieces of job satisfaction. *School of Business Discussion Papers*. Paper, 64. Fisher, C. D. (2000). Mood and emotions while working: Missing pieces of job satisfaction? *Journal of Organizational Behavior*, 21, 185-202. Fisher, C. D., & Ashkanasy, N. M. (2000). The emerging role of emotions in work life: An introduction. *Journal of Organizational Behavior*, 21, 123-129. Fiske, S. T., & Taylor, S. E. (1991). *Social cognition* (2nd ed.). New York: McGraw-Hill. Fitzpatrick, R., Morris, R., Hajat, S., Reeves, B., Murray, D. W., Hanner, D., Rigge, M., Williams, O., Gregg, P. (2000). The value of short and simple measures to assess outcomes for patients of total hip replacement surgery. *Quality in Health Care*, 9, 146-150. Folger, R. (1993). Reactions to mistreatment at work. In J. K. Murnighan (Ed.). *Social psychology in organizations*, 161-183. Englewood Cliffs, NJ: Prentice Hall. Folger, R., & Baron, R. A. (1996). Violence and hostility at work: A model of reactions to perceived injustice. In G. R. VandenBos & E. Q. Bulat (Eds.). *Violence on the job: Identifying risks and developing solutions*, 51-85. Washington, DC: American Psychological Association. Fornell, C. & Larcker, D. G. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18, 39-50. Fox, S., & Spector, P. E. (1999). A model of work frustration-aggression, *Journal of Organizational Behavior*, 20(6), 915-31. Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive Work Behavior (CWB) in Response to Job Stressors and Organizational Justice: Some Mediator and Moderator Tests for Autonomy and Emotions. *Journal of Vocational Behavior*, 59, 291-309. Frijda, N. H. (1993). Moods, emotion episodes, and emotions. In M. Lewis and LM. Haviland (Eds.). *Handbook of Emotions*, 381-403. New York: Guilford. Gaddis, B., Connelly, S., & Mumford, M. D. (2004). Failure feedback as an affective event: Influences of leader affect on subordinate attitudes and performance. *The Leadership Quarterly*, 15(5), 663-686. Galin, A., & Avraham, S. (2009). Cross-cultural perspective on aggressiveness in the workplace: A comparison between Jews and Arabs in Israel. *Cross-Cultural Research*, 43(1), 30-45. Garfield, M. J., & Watson, R. T. (1998). Differences in national information infrastructures: the reflection of national cultures. *Journal of Strategic Information Systems*, 6, 313-337. Gavin, M. B., & Hofmann, D. A. (2002). Using hierarchical linear modeling to investigate the moderating influence of leadership climate. *Leadership Quarterly*, 13, 15-33. Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology*, 58, 479-514 George, J. M. (1989). Mood and absence. *Journal of Applied Psychology*, 74,

17 – 324. George, J. M. (1992). The role of personality in organizational life: Issues and evidence. *Journal of Management*, 18, 185-213. George, J. M. (1996). Trait and state affect. In K. R. Murphy (Ed.), *Individual differences and behavior in organizations*. 145-171. San Francisco: Jossey-Bass.

Getz, K. A., & Volkema, R. J. (2001). Culture, Perceived Corruption, and Economics : A Model of Predictors and Outcomes. *Business Society*, 40(7).

Giacalone, R. A., & Greenberg, J. (1997). Antisocial behavior in organizations. Thousand Oaks, CA: Sage.

Gibson, C. B. (1999). Do they do what they believe they can? Group efficacy and group effectiveness across tasks and cultures. *Academy of Management Journal*, 42, 138-152.

Gibson, C. B., & Saxton, T. (2005). Thinking outside the black box: Outcomes of team decisions with third-party intervention. *Small Group Research*, 36, 208-236.

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

Glisson, C., & Green, P. (2006). The Effects of Organizational Culture and Climate on the Access to Mental Health Care in Child Welfare and Juvenile Justice Systems. *Administration and Policy in Mental Health and Mental Health Services Research*, 33(4).

Glisson, C., Landsverk, J., Schoenwald, S. K., Kelleher, K., Hoagwood, K. E., Mayberg, S., & Green, P. (2008). Assessing the Organizational Social Context (OSC) of mental health services: Implications for implementation research and practice. *Administration and Policy in Mental Health and Mental Health Services Research*, 35(1).

Glisson, C. (2002). The Organizational Context of Children ' s Mental Health Services. *Clinical Child and Family Psychology Review*, 5(4).

Glisson, C., & James, L. R. (2002). The cross-level effects of culture and climate in human service teams. *Journal of Organizational Behavior*, 23, 767-794.

Goncalo, J. A., & Staw, B. M. (2005). Individualism-Collectivism and Group Creativity. *Organizational Behavior and Human Decision Processes*, 100(1), 96-109.

Gonzalez-Roma, V., Peiro J. M., & Tordera N. (2002). An Examination of the Antecedents and Moderator Influences of Climate Strength, *Journal of Applied Psychology*, 87(3), 465-473.

Grandey, A. A., Tam, A. P., & Brauburger, A. L. (2002). Affective states and traits in the workplace: Diary and survey data from young workers. *Motivation and Emotion*, 26, 31-55.

Gray, E. K., & Watson, D. (2001). Emotion, mood, and temperament: Similarities, differences, and a synthesis. In R. Payne, & C. Cooper (Eds.), *Emotions at Work*. New York: Wiley.

Griffin, D., Li, K., Yue, H., & Zhao, L. (2009). Cultural values and corporate risk-taking. University of British Columbia, Unpublished working paper.

Hadikin, R., & O'Driscoll, M. (2000). The bullying culture: Cause, effect, harm reduction. Melbourne: Books for Midwives.

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*, 18, 252 – 263.

Harrison, G. L. (1993). Reliance on Accounting Performance Measures in Superior Evaluative Style-The Influence Of National Culture and Personality. *Accounting Organizations and Society*, 18(4), 319-339.

Harrison, G. L., McKinnon, J. L., Wu, A., Chow, C. W. (2000). Cultural Influences on Adaptation to Fluid Workgroups and Teams. *Journal of International Business Studies*, 31(3), 489-505.

Harter, J., Schmidt, F., & Keyes, C. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In C. Keyes & J. Haidt (eds.), *Flourishing: Positive psychology and the life well-lived*, 205-224. Washington, DC: American Psychological Association.

Hershcovis, S. M., Turner, N., Barling, J., Arnold, K. A., Dupre, K. E., Inness, M., LeBlanc, M. M., & Sivanathan, N. (2007). Predicting workplace aggression: A metaanalysis. *Journal of Applied Psychology*, 92, 228-238.

Hobman, E. V., Restubog, S. L. D., Bordia, P., & Tang, R. L. (2009). Abusive Supervision In Advising Relationships: Investigating The Role Of Social Support, *Applied Psychology: An International Review*, 58(2), 233-256.

Hofmann D. A., & Gavin, M. B. (1998). Centering Decisions in Hierarchical Linear Models: Implications for Research in Organizations, *Journal of Management*, 24(5), 623-641.

Hofmann, D. A., Griffin, M. A., & Gavin, M. B. (2000). The application of hierarchical linear modeling to organizational research. In K. J. Klein & S.W. J. Kozlowski (Eds.). *Multilevel theory, research and methods in organizations: Foundations, extensions, and new directions*, 512-553. San Francisco: Jossey – Bass.

Hofstede, G. (1980a). Culture's consequences: International differences in work-related values. Beverly Hills, CA: Sag.

Hofstede, G. (1980b). Motivation, leadership, and organization: Do American theories apply abroad? *Organizational Dynamics*, 9, 42-63.

Hofstede, G. (1983). National culture in four dimensions: A research-based theory of cultural differences among nations. *International Studies of Management and Organisations*, 8, 46-74.

Hofstede, G. (1991). Organizations and cultures: Software of the mind, London: McGrawHill.

Hofstede, G. (1994). Management scientists are human. *Management Science*, 40, 4-14.

Hofstede, G. (1998). Attitudes, values and organizational culture: Disentangling the concepts. *Organization Studies*, 19, 477-492.

Hofstede, G. (2001). *Cultures Consequences*, 2nd edn. Thousand Oaks, CA: Sage.

Hofstede, G., & Bond, M. H. (1988). The Confucius connection: From cultural roots to economic growth. *Organization Dynamics*, 16, 4-21.

Hofstede, G., & McCrae, R. R. (2004). Personality and Culture Revisited: Linking Traits and Dimensions of Culture, *Cross-Cultural Research*, 38, 52-88.

Hoobler, J. M., & Brass, D. J. (2006). Abusive Supervision and Family Undermining as Displaced Aggression. *Journal of Applied Psychology*, 91(5), 1125-1133.

Hornstein, H. A. (1996). *Brutal bosses and their prey*, New York: Riverhead Books.

House R, Wright N., & Aditya, R. (1996). Cross cultural research on organizational leadership: A critical analysis and a proposed theory. In *New Perspectives on International Industrial/Organizational Psychology* (Earley C and Erez M, Eds), 535-625, The New Lexington Press, San Francisco, CA.

House, R., Hanges, P., Javidan, M., Dorfman, P., & Gupta, V. (2004). Culture, leadership, and organizations: The GLOBE Study of 62 societies. Thousand Oaks, CA: Sage.

House, R., Javidan, M., Hanges, P., & Dorfman, P. (2002). Understanding cultures and implicit leadership theories across the globe: An introduction to Project GLOBE. *Journal of World Business*, 37, 3-10.

Hui, C. H., & Triandis, H. C. (1986). Individualism-collectivism: A study of cross-cultural researchers. *Journal of Cross-Cultural Psychology*, 17, 225-248.

Hui, C. H., & Villareal, M. J. (1989). Individualism-collectivism and psychological needs: Their relationships in two cultures. *Journal of Cross-Cultural Psychology*, 20, 310-323.

Iliev, R., Wagner, D. T., & Morgeson, F. P. (2007). Explaining Affective Linkages in Teams: Individual Differences in Susceptibility to Contagion and Individualism – Collectivism. *Journal of Applied Psychology*, 92(4), 1140-1148.

Izard, C. E. (1991). *The Psychology of Emotions*. New York: Plenum Press.

Jaeger, A. M. (1986). *Organization Development and National Culture: Where's the Fit?* The Academy of

Management Review, 11(1), 178-190. James, L. R., Demaree, R. G., & Wolf, G. (1984). Estimating within-group inter-rater reliability with and without response bias. *Journal of Applied Psychology*, 69, 86 – 98. Jex, S. M., & Bliese, P. D. (1999). Efficacy beliefs as a moderator of the impact of work-related stressors: A multilevel study. *Journal of Applied Psychology*, 84(3), 349-361. Johnson, H. H. (2008). Mental models and transformative learning: The key to leadership development? *Human Resource Development Quarterly*, 19, 85 – 89. Johnson, T., Kulesa, P., LLC, I., Cho, Y. I., & Shavitt, S. (2005). The Relation Between Culture and Response Styles. *Journal of Cross-Cultural Psychology*, 36(2), 264-277. Joy, S., & Kolb, D. A. (2009). Are there cultural differences in learning style? *International Journal of Intercultural Relations*, 33, 69-85. 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. Jung, D. J., & Avolio, B. J. (1999). Effects of leadership style and followers' cultural orientation on performance in group and individual task conditions. *Academy of Management Journal*, 42, 208-218. Jung, D., Bass, B., & Sosik, J. (1995). Bridging leadership and culture: A theoretical consideration of transfor-mational leadership and collectivistic cultures. *Journal of Leadership Studies*, 2, 3-18. Kale, S. H., & Barnes, J. W. (1992). Understanding the domain of cross-national buyer-seller interactions. *Journal of International Business Studies*, 23(1), 101-132. Kang, J. H. & Jensen, J. M. (2009). Culture Matters in Entrepreneurial Firms: Abusive Supervision and Its Consequences. *Small Business Advancement National Center*. Keashly, L., & Harvey, S. (2005). Emotional abuse in the workplace. In S. Fox & P. E. Spector (Eds.), *Counterproductive workplace behavior: Investigations of actors and targets*, 201-235. Washington, DC: APA. Keashly, L., Trott, V., & MacLean, L. M. (1994). Abusive behavior in the workplace: A preliminary investigation, *Violence and Victims*, 9, 341-357. Kedia, B. L., Keller, R. T., & Julian, S. D. (1992). Dimensions of National Culture and the Productivity of R&D Units, *The Journal of High Technology Management Research*, 3(1), 1-18. Khan, S. N., Qureshi, I. M., & Ahmad, H. I. (2010). Abusive Supervision & Negative Employee Outcomes, *European Journal of Social Sciences*, 15(4), 490-500. Kiefer, T. (2005). Feeling Bad: Antecedents and Consequences of Negative Emotions in Ongoing Change. *Journal of Organizational Behavior*, 26, 875-897. Kim, T. Y., & Shapiro, D. L. (2008). Retaliation against supervisory mistreatment: Negative emotion, group membership, and cross-cultural difference. *International Journal of Conflict Management*, 19(4), 339-358. Kluckhohn, F. R., & Strodtbeck, F. L. (1961). Variations in value orientations. Evanston, IL: Row, Peterson and Company. Kung, P., Hu, D., Zhang, Q., & Hu, L. K. (2010). Similarity or Dissimilarity is Better: Does Culture Dissimilarity Impact M & A Performances? *The Journal of International Management Studies*, 5(2). Kenny, D. A., Kashy, D. A., & Bolger, N. (1998). Data analysis in social psychology. In D. Gilbert, S. T. Fiske, & G. Lindzey (Eds.). *Handbook of social psychology*, 1, 233-265. New York: McGraw-Hill. Lazarus, R. S. (1991). Progress on a cognitive – motivational – relational theory of emotion. *American Psychologist*, 46, 819-834. Lazarus, R. S. (1999). Stress and emotion: A new synthesis. London: Free Association Books. Lee, C., Pillutla, M. & Law, K. S. (2000). Power-Distance, Gender and Organizational Justice. *Journal of Management*, 26(4), 685-704. Leung A, S.M., Wu, L.Z., Chen, Y.Y., & Young, M. N. (2011). The impact of workplace ostracism in service organizations, *International Journal of Hospitality Management*, 30, 836-844. Li, X., Hess, T. J., McNab, A. L., & Yu, Y. (2009). Culture and Acceptance of Global Web Sites: A Cross-Country Study of the Effects of National Cultural Values on Acceptance of a Personal Web Portal, *SIGMIS Database*, 40(4) , 49-74. Lian, H., Ferris, D. L., & Brown D. J. (2011). Does Power Distance Exacerbate or Mitigate the Effects of Abusive Supervision? It Depends on the Outcome. *Journal of Applied Psychology*, 97(1), 107-23. Kirkman, B. L., Chen, G., Farh, J. L., Chen, Z. X., & Lowe, K. B. (2009). Individual power distance orientation and follower reactions to transformational leaders: A cross-level, cross cultural examination. *Academy of Management Journal*, 52, 744-764. Lievens F., Conway J. M., & Corte W. D. (2008). The relative importance of task, citizenship and counterproductive performance to job performance ratings: Do rater source and team-based culture matter? *Journal of Occupational and Organizational Psychology*, 00, 1 – 18. Likert, R. (1961). *New Patterns of Management*, McGraw-Hill, New York, NY. John R. Schermerhorn Jr & Michael Harris Bond.(1997). Cross-cultural leadership dynamics in collectivism and high power distance settings. *Leadership & Organization Development Journal*, 18(4), 187-193. Lind, E. A., & Tyler, T. R. (1988). The social psychology of procedural justice. New York: Plenum. Liu, J., Kwan, H. K., Wu, L. Z., & Wu, W. (2010). Abusive supervision and subordinate supervisor-directed deviance: The moderating role of traditional values and the mediating role of revenge cognitions. *Journal of Occupational and Organizational Psychology*, 83, 835-856. Lucas, G. M., & Friedrich, J. (2005). Individual Differences in Workplace Deviance and Integrity as Predictors of Academic Dishonesty. *Ethics & Behavior*, 15(1), 15-35. Lee, K., & Allen, N. J. (2002). Organizational citizenship behaviour and workplace deviance: The role of affect and cognitions. *Journal of Applied Psychology*, 87, 131-142 Man, D. C., & Lam, S. S. K. (2003). The effects of job complexity and autonomy on cohesiveness in collectivistic and individualistic work groups: A cross-cultural analysis. *Journal of Organizational Behavior*, 24, 979-1001. Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, 98, 224-253. Marrs, M. E. M. (2000). Antecedents and outcomes of verbal aggression in the workplace. *Dissertation Abstracts International Section A: Humanities and Social Sciences*, 61, 681. Martocchio, J. J. & Jimeno, D. I. (2003). Employee absenteeism as an affective event. *Human Resource Management Review*, 13, 227-241. Matsumoto, D. (1989). Cultural Influences on the Perception of Emotion. *Journal of Cross-Cultural Psychology*, 20(1), 92-105. Mignon