Consequences of Abusive Supervision: The Mediating Effects of Negative Affectivity

陳瑛青、吳孟玲

E-mail: 9418279@mail.dyu.edu.tw

ABSTRACT

This research is based on the general strain theory to investigate the mediating role of negative affectivity. Data of total 888 questionnaires were analyzed by hierarchical multiple regression. The results indicated that negative affectivity mediated the relationship between abusive supervision and organizational deviant behavior. In addition, negative affectivity also mediated the relationship between abusive supervision and subordinates 'work attitudes. Implications for both management practice and academic research are discussed. Key Words: Abusive supervisor, Negative affectivity, Job satisfaction, Organizational commitment, Person-organizational fit, Organizational deviant behavior, General strain theory

Keywords: Abusive supervisor; Negative affectivity; Job satisfaction; Organizational commitment; Person-organizational fit; Organizational deviant behavior; General strain theory

Table of Contents

目錄 封面內頁 簽名頁	授權書	iii 中文摘要	v 英文摘要
	vi 誌謝	vii 目錄	viii
	x 表目錄		
論	1 第二章 文獻回顧	4 第一節 不誼	當監督行為
	4 第二節 負面情感	5 第三節 不當監督行為與負	負面情感
7 角	穹四節 不當監督行為、負面情感、及部	屬偏差行為7 第五節 不	當監督行為、負面情感、及
工作滿足感	9 第六節 不當監督行為、負面情感、	及組織承諾10 第七節	5 不當監督行為、負面情感
、及個人-組織契合度.	11 第三章 研究方法	13 第一節 研究	究樣本
	13 第二節 研究架構	14 第三節 變數架構與循	新量
	14 第四節 控制變項	16 第五節 分析方法	16 第四
章 研究結果	18 第一節 敘述統	計與相關係數及信度之分析	18 第二節 負面情感
對不當監督行為與偏差	管行為之中介效果19 第三節 負	<mark></mark> 面情感對不當監督行為與工作滿足	望感之中介效果21 第
四節 負面情感對不當	監督行為與組織承諾之中介效果	23 第五節 負面情感對不當監督	行為與個人-組織契合度之
中介效果24 第五	章 結論與建議	26 第一節 研究結論	26 第二節
理論意涵	29 第三節 管理意涵	30 第四節 研	究限
制	31 第五節 未來研究	32 參考文獻	
	33 附錄一	44 附錄二	
	46 圖目錄 圖 3-1 研究架區	』 14	圖 3-2 中介變項之構成要件
	17 表目錄 表 4-1 敘述統計與相關係	數之分析19	表 4-2 不當監督行為對負
面情感與偏差行為之過	型歸分析摘要21 表 4-3 不當	監督行為對負面情感與工作滿足感	之迴歸分析摘
要22 表 4-4	不當監督行為對負面情感與組織承諾之	之迴歸分析摘要24 表 4-	5 不當監督行為對負面情感
與個人-組織契合度之i	迴歸分析摘要25 表 5-1 假說之旨	實證結果	26

REFERENCES

1.Alder, G.S. and Tompkins, P. K., 1997. Electronic performance monitoring: An organizational justice and concertive control perspective, Management Communication Quarterly, 10(3):259-288. 2.Alexander, S. and Ruderman, M., 1987. The role of procedural and distributive justice in organizational behavior, Social Justice Research, 1:177-198. 3.Agho, A. O., Price, J. L., and Mueller, C. W., 1992. Discriminant validity of measures of job satisfaction, positive affectivity and negative affectivity, Journal of Occupational and Organizational Psychology, 65:185-196. 4.Agnew, R., 1992. Foundation for a general theory of crime and delinquency, Criminology, 30:47-87. 5.Agnew, R., 2001. Building on the foundation of general strain theory: Specifying the types of strain most likely to lead to crime and delinquency, Journal of Research in Crime and Delinquency, 38: 319-361. 6.Andersson, L. and Person C. M., 1999. Tit for tat? The spiraling effect of incivility in the workplace, Academy of Management Review, 24:452-471. 7.Aguino, K. and Bradfield M., 2000. Perceived Victimization in the workplace: The role of situational factors

and victim characteristics, Organization Science, 11(5):525-537. 8.Aquino, K., Grover, S. L., Bradfield, M., and Allen, D., 1999. The effects of negative affectivity, hierarchical status, and self- determination on workplace victimization, Academy of Management Journal, 42(3):260-272. 9.Aquino, K., Lewis, M.U., and Bradfield M., 1999. Justice constructs, negative affectivity, and employee deviance: A proposed model and empirical test, Organizational Behavior, 20(17): 1073. 10.Ashforth, B., 1994. Petty tyranny in organizations, Human Relations, 47(7):755-778. 11.Ashforth, B., 1997. Petty tyranny in organizations: A preliminary examination of antecedents and consequences, Canadian Journal of Administrative Sciences, 14:126-140, 12.Baron, R. M. and 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(6):1173-1182. 13.Barsky, A., Thoresen, C. J., Warren, C.R. Kaplan, S.A., 2004. Modeling negative affectivity and job stress: a contingency-based approach, Journal of Organizational Behavior, 25(8):915-936. 14. Baucus, M. S., 1994. Pressure, opportunity and predisposition: A multivariate model of corporate illegality, Journal of Management, 20(4):699-722. 15. Beugre, C. D., 1998. Implementing business process reengineering: The role of organizational justice, The Journal of Applied Behavioral Science. 34(3)347-360. 16. Beugre, C. D. and Baron, R. A., 1997. Organizational justice: Measuring its components and the relationships between them. Manuscript submitted for publication. 17.Bies, R. J. and Tripp, T. M., 1998. Two faces of the powerless: Coping with tyranny, Power and influence in organizations: 203-219. 18. Bies, R. J., 2000. Interactional justices: The sacred and the profane, Advances in organizational behavior: Forthcoming, Stanford, CA: Stanford University Press, 19. Bittle, M. L. and Hauenstein, N. M. A., 1989. Determinants of job satisfaction: Social cues, task structure, and predisposition, Paper presented at the annual meeting of the American Psychological Association, New Orleans, Louisiana. 20.Blumenthal, T.D., Chapman, J. G., and Muse, K. B., 1995. Effects of socialistic anxiety, attention, and extraversion on the acoustic startle eye blink response, Personality and Individual Differences, 19:797-807, 21. Bolin, A. and Heatherly L., 2001. Predictors of Employee Deviance: The relationship between bad attitudes and bad behavior, Journal of Business and Psychology, 15(3):405-418. 22. Breet, J. M., Shapiro, D.L., and Lytle, A. L., 1998. Breaking the bonds of reciprocity in negotiations, Academy of Management Journal, 41:410-424. 23. Brewer, A., 1993. Managing for employee commitment, Sydney: Longman. 24. Brief, A. P., Butcher, A., and Roberson, L., 1995. Cookies, disposition, and job attitudes: the effects of positive mood- inducing events and negative affectivity on job satisfaction in field experiment, Organizational Behavior and Human Decision Processes, 62:55-62. 25.Brockner, J., Grover, S., Reed, T., DeWitt, R., and O'Malley, M., 1987. Survivors' reactions to layoffs: We get by with a little help for our friends, Administrative Science Quarterly, 32:526-541. 26.Broidy, L. M., 2001. A test of general strain theory, Criminology, 39(1):9-34. 27.Cable, D. M. and Parsons, C. K., 2001. Socialization tactics and person-organization fit, Personnel Psychology, 54(1):1-23. 28. Capowich, G., E., Mazerolle, P., and Piquero, A., 2001. General strain theory, situational anger, and social networks an assessment of conditioning influences, Journal of Criminal Justice, 29:455-461. 29.Chen, L.Y., 2004. Examining the effect of organization culture and leadership behaviors on organizational commitment, job satisfaction, and job performance at small and middle-sized firms of Taiwan, Journal of American Academy of Business, Cambridge, 5: 432-438. 30. Chiu, R. K. and Francesco, A. M., 2003. Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment, International Journal of Manpower, 24(3):284-298. 31. Clinard, M. B. and Yeager, P.C., 1980. Corporate crime, New York: Free Press. 32. Cropanzano, R., James, K., and Konovsky, M. A., 1993. Dispositional affectivity as a predictor of work attitudes and job performance, Journal of Organizational Behavior, 14(6):595-606. 33. Duffy M. K., Ganster, D.C., and Pagon, M., 1998. Social undermining and social support in workplace, Paper presented at the annual meeting of the Academy of Management, San Diego, CA, 34, Duffy M, K., Ganster, D.C., and Pagon, M., 1998, Social undermining and social support in workplace, Academy of Management Journal, 45:331-351. 35. Eitle, D. and Turner, R. J., 2003. Stress exposure, race, and young adult male crime, Sociological Quarterly, 44(2):243-269. 36. Engle, E. M. and Lord, R. G., 1997. Implicit theories, self-schemas, and leader-member exchange, Academy of Management Journal, 40(4):988-1010. 37. Ensher, E. A., Grant-Vallone, E. J., and Donaldson, S.I., 2001. Effects of perceived discrimination on job satisfaction, organizational commitment, organizational citizenship behavior, and grievances, Human Resource Development Quarterly, 12(1):53-72. 38. Eysenck, S. B., Barrett, P. T., and Barnes, G. E., 1993. A cross-cultural study of personality, Canada and England, Personality and individual differences, 14:1-9. 39. Fortunato, V., Jex, S. M., and Heinish, D.A., 1999. An examination of the discriminate validity of the strain-free negative affectivity scale, Journal of Occupational and Organizational Psychology, 72:503-522. 40. Friedman, H. H., and, Langbert, M., 2000. Transformational Leadership:Instituting Revolutionary Change in your Accounting Firm, The National Public Accountant, 45:8. 41. Fryxell, G. E., and Gordon, M. E., 1989. Workplace justice and job satisfaction as predictors of satisfaction with union and management, Academy of Management Journal, 32:851-866. 42. George, J. M., 1991. Sate or trait: Effects of positive mood on prosocial behaviors at work, Journal of Applied Psychology, 76: 299-307. 43. Gilliland, S. W., 1994. Effects of procedural and distributive justice on reactions to a selection system, Journal of Applied Psychology, 79:691-701. 44. Greenberg, J., 1990. Organizational justice: Yesterday, today, and tomorrow. Journal of Management, 16:399-432. 45. Harper, D. C., 1990. Spotlight Abuse - Save Profits, Industrial Distribution, 79(10):47-49. 46. Hirokazu, Y., 1994. Prevention as cumulative protection: Effects of early family support and education on chronic delinquency and its risks, Psychological Bulletin, 115(1):28. 47. Hochwarter, W. A., Stepina, L. P., and Perrewe, P. L., 1996. Always getting the short end of the stick: The effects of negative affectivity on perceptions of equity, Journal of Managerial Issues, 8(4):457-469. 48. Hollinger, R. C. and J. P. Clark, 1982. Formal and Informal Social Controls of Employee Deviance, Sociological Quarterly, 23: 333-343. 49.Jang S. J. and Johnson B.R., 2003. Strain, negative emotions, and deviant coping among African Americans: A test of general strain theory, Journal of Quantitative Criminology, 19(1):79-105. 50. Jermier, J. M., Knights, D., and Nord, W., 1994. Resistance and power in Organizations. London: Routledge. 51. Jones, J. W. and Terris, W., 1985. Psychologically Screening Criminally Deviant And Potentially Counterproductive Job Applicants: Implications For Nuclear Security, Journal of

Security Administration, 6(1). 52. Judge, T. A., Erez, A., and Thoresen, C. J., 2000. Why negative affectivity (and self-deception) should be included in job stress research: Bathing the baby with the bath water, Journal of Organizational, 21(1):101. 53. Kanter, M., 1968. Commitment and Society Organization: A study of commitment mechanisms in auatopian communities, American sociological Review, 33:499. 54. Kaplan, H. B., 1975. Self-attitudes and deviant behavior, Pacific Palisades, CA: Goodyear. 55. Keashly, L., Trott V., and MacLean L. M., 1994. Abusive behavior in the workplace: A preliminary investigation, Violence and Victims, 9(4):341-357. 56.Lee, C., and Farh, J. L., 1999. The effects of gender in organizational justice perception, Journal of Organizational Behavior, 20(1):133-143. 57.Locke, E. A., 1976. The Nature & Causes of Job Satisfaction, In M. D. Punnette (Ed.), Handbook of Individual and Organizational Psychology, 53:1297-1349. 58. Martin, S.E., 1990. On the move: the status of women in policing. Washington, D.C:The Police Foundation. 59. Mazerolle, P., Burton, V. S., Cullen, F. T., Evans, T. D., and Payne, G. L., 2000. Strain, anger, and delinquency adaptations specifying general strain theory, Journal of Criminal Justice, 28: 89-91. 60. Mazerolle, P., 1998. Gender, general strain, and delinguency: Empirical examination, Justice Quarterly, 17(4):753. 61. Mazerolle, P. and Maahs, J., 2000. General strain and delinguency: An alternative examination of conditioning influences, Justice Quarterly, 15(1):65. 62. McDowall, A. and Fletcher, C., 2004. Employee development::an organizational justice perspective, Personnel Review. Farnborough, 33(1):8. 63. Meier, R. F. and Short, J. F., 1982. The consequences of White- Collar crime, In H. Edelhertz and T.D. overcast (Eds.), White- Collar Crime: An Agenda for Research, Lexington Books, Lexington, MA .23-49. 64. Meyer, J. P. and Allen, N. J., 1984. Testing the "side-bet" theory of organizational commitment: Some methodological considerations, Journal of Applied Psychology, 69, 372-378. 65. Morris, A., Shinn, M., and DuMont, K., 1999. Contextual factors affecting the organizational commitment of diverse police officers: A level of analysis perspective, American Journal of Community Psychology, 27(1):75-105. 66. Mowday, R. T., Porter, L. W., and Steers, R. M., 1979. The measurement of organizational commitment, Journal of Vocational Behavior, 14:224-247. 67. Nash, M., 2002. General strain theory explanation for crime and deviance, Criminology, 1-11. 68. Netemeyer, R. G., Boles, J. S., McKee, D. O., and McMurrian, R., 1997. An investigation into the antecedents of organizational citizenship behaviors in a personal selling context, Journal of Marketing, 61:85-89. 69. Neuman, J. H., Baron, R. A., and Geddes, D., 1996. Workplace aggression - The iceberg beneath the tip:Evidence on its forms, frequency, and potential causes, Paper presented at the annual meeting of the Academy of Management, Cincinnati. 70.0 'Reilly CAIII, Chatman J.., Caldwell DE., 1991. People of organizational culture: A profile comparison approach to assessing person-organization fit. Academy of Management Journal, (34):487-516. 71.Pendergrass, V. E., and Ostrove, N. M., 1984. A survey of stress in women in policing. Journal of Police Science and Administration, 12:303-309. 72. Price B. R., 1985. Sexual integration in american law enforcement. In W.C. Hefernan(Ed.), Police ethics:Hard choices in law enforcement:205-214, New York: John Jay Press. 73.Richman, J. A., Flaherty, J. A., Rospenda, K. M., and Christensen, M. L., 1992. Mental heath consequences and correlates of reported medical student abuse, Journal of the American Medical Association, 267:692-694, 74. Robinson, S. L. and Bennett, R. J., 1995, A typology of deviant workplace behaviors: A multidimensional, Academy of Management Journal, 38(2): 555-573. 75. Schaubroeck, J., Judge, T. A., and Tyalor, L. A., 1998. Influences of trait negative affect and situational similarity on correlation and convergence of work attitudes and job stress perceptions across two jobs, Journal of Management, 24(5):553-576. 76. Schminke, M., Ambrose, M. L., and Noel, T. W., 1997. The effect of ethical frameworks on perceptions of organizational justice, Academy of Management Journal, Briarcliff Manor, 40(5):1190-1207. 77. Seagrave, D. and Grisso, T., 2002. Adolescent development and the measurement of juvenile psychopathy, Law and Human Behavior, New York, 26(2):219. 78. Sheehan, K. H., Sheehan, D. V., White, K., Leibowitz, A., and Baldwin, D. C., 1990, A pilot study of medical student abuse, Journal of the American Medical Association, 263:533-537. 79. Siomkos, G. J., Rao, S. S., and Nayayanan, S., 2001. The influence of positive and negative affectivity on attitude change toward organizations, Journal of Business and Psychology, 16(1): 151-161. 80. Skarlicki, D.P. and Folger, R., 1997. Retaliation in workplace: The role of distributive, procedural, and interactional, Journal of Applied Psychology, 82(3):434-443. 81. Skarlicki, D.P., Folger, R., and Tesluk, P., 1999. Personality as a moderator in the relationship between fairness and retaliation, Academy of Management Journal, 42(1):100. 82. Tepper, B. J., 2000. Consequences of abusive supervision, Academy of Management Journal, 43:178-190. 83. Tepper, B. J., Duffy, M. K., and Shaw, J. D., 2001. Personality moderators of the relationship between abusive supervision and subordinate 's resistance, Journal of Applied Psychology, 86(5): 974-983. 84. Vardi, Y. and Wiener, Y., 1996. Misbehavior in organizations: A motivational framework, Organization Science, 7(2):151-166. 85. Vaughan, D., 1999. The dark side of organizations: mistake, misconduct, and disaster, Annual Review of Sociology, 25:271. 86. Vaze, M., Ekberg, K., and Lafiamme, 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. 87. Watson, D., and Clark, L. A., 1984. Negative affectivity: the disposition to experience aversive emotional states, Psychological Bulletin, 96:465-490. 88. Walker, L., 1979. The battered woman. New York. 89. Watson, D., Clark, L., and Tellegen, 1988. Development and validation of brief measure of positive and negative affect: The PANAS scales, Journal of personality and social psychology, 54(6):1063-1070. 90. Wexler, J. G., and Logan, D. D., 1983. Sources of stress among women police officers, Journal of Police Science and Administration, 11:46-53. 91. Wiener, Y., 1982. Commitment in Organizations: A normative view, Academy of Management. The Academy of Management Review, 7(3):418- 428. 92. Williams, L. J., Gavin, M.B., and Williams, M. L., 1996. Measurement and nonmeasurement process with negative affectivity and employee attitudes, Journal of Applied Psychology, 81:88-101. 93.Wright, T. A., Larwood, L., and Denny, P. J., 2002. The different faces of happiness-unhappiness in organizational exhaustion, positive affectivity, negative affectivity, and psychological well-being as correlates of job performance, Journal of Business and Management, 8(2):109-126. 94. Zellars, K. L., Duffy M. K., and Tepper, B. J., 2002. Abusive supervision and subordinates 'organizational citizenship behavior, Journal of Applied Psychology, 87(6):1068-1076.