

The Effect of Abusive Supervision and National Culture on Organizational Citizenship Behavior: Using Foreign Labors as E

蔡俊偉、吳孟玲

E-mail: 9601196@mail.dyu.edu.tw

ABSTRACT

過去研究學者主張當員工知覺主管不當監督行為時，可能降低其組織正義知覺，進而影響組織公民行為之表現，然而此關係亦可能會受到國家文化與性別之影響。因此本研究將檢視(1)主管不當監督行為與性別之交互效果對員工組織正義以及組織公民行為之影響，(2)主管不當監督行為與國家文化之交互效果對員工組織正義以及組織公民行為之影響。本研究以台灣之53家製造業的菲律賓或泰國籍員工為研究對象，各發放700份問卷，有效回收問卷分別為230份及480份。將資料分析結果整理如下：1、組織正義為主管不當監督行為與性別之交互作用與組織公民行為之中介變項。2、組織正義為主管不當監督行為與國家文化之交互作用與組織公民行為之中介變項。最後，本研究亦對研究意涵與管理意涵及未來之研究建議提出探討。

Keywords : 主管不當監督行為；組織正義；國家文化；組織公民行為

Table of Contents

中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
. vi 表目錄	viii	圖目錄
. . . ix 第一章 緒論	1	第二章 文獻回顧
. 3 第一節 組織正義	3	第二節 不當監督行為
. 3 第三節 國家文化	4	第四節 組織公民行為
. 5 第五節 不當監督與組織正義	5	第六節 不當監督與組織公民行為
. 5 第七節 性別之干擾效果	6	第八節 國家文化之干擾效果
. 7 第九節 組織正義與組織公民行為	10	第十節 組織正義為不當監督—性別之 交互作用與組織公民行為之中介效果
. 10 第十一節 組織正義為不當監督—國家文化之交互作用 與組織公民行為之中介效果	11	第三章 研究方法 13 第 一節 研究架構 13 第二節 研究對象 14 第三節 問卷設計 14 第四節 操作性定義
14 第五節 分析方法	16	第四章 研究結果
. 18 第一節 敘述統計	18	第二節 相關係數及信度分析
. 18 第三節 不當監督、性別、組織正義與組織公民行為之迴歸分析結 果	19	第四節 不當監督、國家文化、組織正義與組織公民行為之迴歸分析結 果
. 21 第五章 結論與建議	28	第一 節 研究結論 28 第二節 干擾效果 28 第三節 干擾—中介效果 31 第四節 研究貢獻 32 第五節 管理意涵 32 第六節 研究建議與限制
. 33 參考文獻	35	附錄 研究問卷
. 50		

REFERENCES

- Allan, T. D., Barnard, S., Rush, M. C., & Russell, J. E. A. (2000). Ratings of organizational citizenship behavior: Does the source make a difference?. *Human Resources Management Review*, 10, 97-114. Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, 1, 177-198. Anderson, M. C., & Pearson, R. (1999). *The Social Psychology of Organizations*, New York: Wiley. Armstrong, R. W. (1996). The relationship between culture and perception of ethical problems in international marketing. *Journal of Business Dordrecht*, 15(11), 1199-1208. Arrindell, W. A., Hatzichristou, C., Wensink, J., Rosenberg, E., Twiller, B., Stedema, J., & Meijer, D. (1996). Dimensions of national culture as predictors of cross-national differences in subjective well-being. *Personality and Individual Differences*, 21(6), 857-870.

Differences, 23(1), 37-53. Ashforth, B. (1997). Petty tyranny in organizations: A preliminary examination of antecedents and consequences. Canadian Journal of Administrative Sciences, 14, 126-140. Baron, R. M., & Kenny, D. A. (1986). The moderator – mediator variable distinction in social psychological research: Conceptual, strategic, and statistical consideration. Journal of Personality and Social Psychology, 51, 1173-1182. Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee citizenship. Academy of Management Journal, 26, 587-595. Bies, R. J., & Tripp, T. M. (1996). Beyond distrust: Getting even and the need for revenge. In R. M. Kramer, & T. Tyler (Eds), Trust in organizations, 246-260, Newbury Park, CA: Sage Publication. 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, Thousands Oaks, CA: Sage. Bond, M. H., Wan, K. C., Leung, K., & Giacalone, R. A. (1985). How are responses to verbal insults related to cultural collectivism and power distance?. Journal of Cross-Culture Psychology, 16, 111-127. Brewer, P. C. (1998). National culture and activity – based costing systems: note. Management Accounting Research, 9, 241-260. Brewer, N., Mitchell, P., & Weber, N. (2002). Gender role, organizational status, and conflict management styles. The International Journal of Conflict Management, 13(1), 78-94. Chattopadyay, P. (1999). Beyond direct and symmetrical effects: the influence of demographic dissimilarity on organizational citizenship behavior. Academy of Management Journal, 42, 273-287. Chen, Z., Takeuchi, N., & Wakabayashi, M. (2005). Managerial skill utilization: work environment, gender, and training incentive. Human resource management, 16(5), 768-808. 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. Clark, T. (1990). International marketing and national character: A culture-free dimension of culture. Journal of Cross-Culture Psychology, 18, 143-164. Cropanzano, R., Rupp, D. E., Mohler, C. J., & Schminke, M. (2001). Three roads to organizational justice. In G. R. Ferris (Ed.). Research in personnel and human resources management, 20, 1-114. Oxford: JAI /Elsevier Science. Dorfman, P., & Howell, J. (1988). Dimensions of national culture and effective leadership patterns. R. Farner, & E. McGrown (Eds), Advances in International Comparative Management, 3, 127-150. Dowling, P. J., Schuler, R. S., & Welch, D. E. (1994). International dimensions of human resource management, Wads Worth Publishing co., USA. Duffy, M. K., Ganster, D., & Pagon, M. (2002). Social undermining and social support in the workplace. Academy of Management Journal, 45, 331-351. Folger, R., & Bies, R. (1989). Managerial responsibilities and procedural justice. Employee Responsibilities and Rights Journal, 2(2), 79-90. Folger, R., & Cropanzano, R. (1998). Organizational Justice and Human Resource Management, Thousand Oaks, CA: Sage. Fox, S., & Spector, P. E. (2000). Relations of emotional intelligence, practical intelligence, general intelligence and trait affectivity with interview outcomes: It 's not all just " g ". Journal of Organizational Behavior, 21, 203-220. Garrett, T. C., Buisson, D. H., & Yap, C. M. (2006). National culture and R&D and marketing integration mechanisms in new product development: A cross-cultural study between Singapore and New Zealand. Industrial Marketing Management, 35, 293-307. Gonzalez-Morales, M. G., Peiro, J. M., Rodriguez, I., & Greenglass, E. R. (2006). Coping and distress in organizations: The role of gender in work stress. International Journal of Stress Management, 13(2), 228-248. Greenberg, J. (1990a). Organizational justice: Yesterday, today, and tomorrow. Journal of Management, 161, 399-432. Greenberg, J. (1990b). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. Journal of Applied Psychology, 5, 561-568. Greenberg, J. (2001). The seven loose of organizational justice. In J. Greenberg, & R. Cropanzano, (Eds). Advances in organizational justice, 245-271, Stanford, California: Stanford University Press. Hempel, P. S. (1998). Designing multinational benefits programs: The role of national culture. Journal of World Business, 33(3), 277-294. Hofstede, G. H. (1980). Culture 's consequences: International difference in work-related values, Beverly Hills, California: Sage. Hofstede, G. H., & Bond, M. H. (1988). The Confucius connection: From cultural roots to economic growth. Organizational Dynamics, 16(4), 4-21. Hofstede, G. H. (1991). Cultures and organizations: software of the mind, London, New York, McGraw-Hill. Hornstein, H. A. (1996). Brutal bosses and their prey: New York, Riverhand books. Huang, X., & Vliert, E. V. D. (2004). Job level and national culture as joint roots of job satisfaction. Applied Psychology: An International Review, 53(3), 329-348. Jaeger, A. M. (1988). Organization development and national culture: Where 's the fit?. Academy of Management Review, 11(1), 176-190. Jawahar, I. M. (2002). A model of organizational justice and workplace aggression. Journal of Management, 28(6), 811-834. Kale, S. H., & McIntyre, R. P. (1991). Distribution channel relationships in diverse cultures. International Marketing Review, 8(3), 31-45. Kashima, Y., Kim U., Gelfand, M. J., Yamaguchi, S., Choi, S., & Yuki, M. (1995). Culture, gender, and self: A perspective from individualism-collectivism research. Journal of Personality and Social Psychology, 69(5), 925-937. Keashly, L. (1998). Emotional abuse in the workplace: Conceptual and empirical issues. Journal of Emotional Abuse, 1, 85-117. Keashly, L., Trott, V., & MacLean, L. M. (1994). Abusive behavior in the workplace: A preliminary investigation. Violence and Victims, 9(4), 341-357. Kessler, R. C., Kristin, D. M., & David, R. W. (1999). The prevalence, distribution, and mental health correlates of perceived discrimination in the united states. Journal of Health and Social Behavior, 40, 208-230. Lefcourt, H. M. (1982). Locus of control: Current trends in theory and research (2nd Ed.). Hillsdale, NJ: Erlbaum. Lindsay, R. & Marianne, O. N. (1997). A comparison of native culture, non-native culture, and new management ideology. Revue Canadienne de l ' Administration, 14(3), 327-339. Lim, K. H., Leung, K., Sia, C. L., & Lee, M. K. (2004). Is Commerce boundary-less? Effects of individualism and uncertainty avoidance on internet shopping. Journal of International Business Studies, 35, 545-599. Lu, L., Rose, G. M., & Blodgett, J. G. (1999). The effects of cultural dimensions on ethical decision making in marketing: An exploratory study. Journal of Business Ethics, 18(1), 91-105. Looy, H. (2005). Gender and sexual identity: A critical exploration of gender inversion theories of sexual orientation. Journal of Psychology and Christianity, 24(4), 317-333. Lynn, R. O. & Peta, S. H. (1997). Culture 's consequences for leadership behavior: National values in action. Journal of Cross-Cultural Psychology, 28(3), 342-352. Makino, S., & Neupert, K. E. (2000). National culture, transaction costs, and the choice between joint venture and wholly owned subsidiary. Journal of International Business Studies, 31(4), 705-713. MacKenzie, S. B., Podsakoff, P. M., & Rich,

G. A. (2001). Transformational and transactional leadership and salesperson performance. *Journal of the Academy of Marketing Science*, 29, 115-134.

Markus, H. R., & Kitayama, S. (1991). Culture and the self: implication for cognition, emotion and motivation. *Psychology Review*, 98, 224-253.

Meredith, A.V., & Campbell, J. P. (2004). In-role or extra-role organizational citizenship behavior: Which are we measuring?. *Human Performance*, 17(1), 119-135.

Mills, A. J. (1988). Organization, gender and culture. *Organization Studies*, 9(3), 351-369.

Mirowsky, J., & Ross, C. (1989). The social causes of psychological distress. Hawthorne, NY: Aldine de Gruyter.

Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behavior: Do fairness perceptions influence employee citizenship?. *Journal of Applied Psychology*, 76, 845-855.

Moorman, R. H. & Blakely, G. L. (1995). Individualism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behavior*, 16, 127-142.

Moradi, B., & Hasan, N. T. (2004). Arab American persons ' reported experiences of discrimination and mental health: The mediating role of personal control. *Journal of Counseling Psychology*, 51(4), 418-428.

Morales, M. G., Peiro, J. M., Rodriguez, I., & Greenglass, E. R. (2006). Coping and distress in organizations: The role of gender in work stress. *International Journal of Stress Management*, 13(2), 228-248.

Morden, T. (1999). Models of national culture-a management review. *Cross Culture Management*, 6, 19-44.

Murphy, W. H. (1999). Hofstede ' s national cultures as a guide for sales practices across countries: The case of a MNC ' s sales practices in Australia and New Zealand. *Australian Journal of Management*, 24(1), 37-58.

Nakata, C. I., & Sivakumar, K. (1996). National culture and new product development: An integrative review. *Journal of Marketing*, 60, 71-78.

Niehoff, B. P. & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(3), 527-556.

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome. Lexington, MA: Lexing Books.

Organ, D. W. & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of Applied Psychology*, 74, 157-164.

Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. In B. M. Staw, & L. L. Cummings (Eds.), *Research in Organizational Behavior*, 12, 43-72, Greenwich, CT: JAI Press.

Oudenhoven, J. P. (2001). Do organizations reflect national cultures? A 10-nation study. *International Journal of Intercultural Relations*, 25, 87-107.

Pagell, M., Katz, J. P., & Sheu, C. (2005). The importance of national culture in operations management research. *International Journal of Operations & Production Management*, 25, 371-385.

Parboteeah, K. P., Cullen, J. B., Victor, B., & Sakano, T. (2005). National culture and ethical climates: a comparison of U.S. and Japanese accounting firms. *Management International Review*, 45, 459-481.

Parison, T., & Shill, E. N. (1951). Toward a general theory of social action, Harvard University Press, Cambridge.

Pillai, R., Schriesheim, C. A., & Williams, S. (1999). Fairness perceptions and trust as mediators for transformational and transactional leadership: A two-sample study. *Journal of Management*, 25(6), 897-935.

Poyner, B. (1988). Preventing violence to staff, HMSO, London.

Pressey, A. D., & Selassie, H. G. (2002). Are cultural differences overrated? Examining the influence of national culture on international buyer-seller relationships. *Journal of Consumer Behaviour*, 2(4), 354-368.

Rosaldo, R. (1989). cited in Monaghan J. and Just P. (2000) social and cultural anthropology : a very short introduction, Oxford University Press, Oxford, UK.

Schneider, S. C. (1989). Strategy formulation: The impact of national culture. *Organization Studies*, 19(2), 149-168.

Schneider, S., & Barsoux, J. L. (1997). Managing across cultures, Prentice Hall, Essex.

Scholl, R. W., Copper, E. A., & McKenna, J. F. (1987). Referent selection in determining equity perceptions: Different effects on behavioral and attitudinal outcomes. *Personnel Psychology*, 40, 113-124.

Sealock, M. D., & Piquero, N. L. (2004). Gender and gender strain theory: A preliminary test of Broidy and Agnew ' s gender/GST hypotheses. *Justice Quarterly*, 21(1), 125-158.

Shweder, R. A. & Le Vine, R. A. (1984). Culture theory: essays on mind, self and emotion, New York: Cambridge university press.

Singh, J. P. (1990). Managerial culture and work-related values in India. *Organization Studies*, 11(1), 75-101.

Siu, O., Spector, P. E., Cooper, C. L., & Lu, C. (2005). Work stress, self-efficacy, Chinese work values, and work well-being in Hong Kong and Beijing. *International Journal of Stress Management*, 12(3), 274-299.

Stedham, Y. E., & Yamamura, F. H. (2004). Measuring national culture: Does gender matter?. *Women in Management Review*, 19(5), 233-243.

Sweeney, P., & McFarlin, D. (1997). Process and outcome: Gender differences in the assessment of justice. *Journal of Organizational Behavior*, 18(1), 83-98.

Swierczek, F., & Hirsch, G. (1994). Joint ventures in Asia and multinational management. *European Management Journal*, 12(2), 197-209.

Tannen, D. (1994). *Gender and discourse*, New York, Oxford University Press.

Tata, J. (2005). The influence of national culture on the perceived fairness of grading procedures: A comparison of the Unites and China. *Journal of psychology*, 139(5), 401-412.

Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, 43(2), 178-190.

Tepper, B. J., Duffy, M. K., & Shaw, J. D. (2001). Personality moderators of the relationship between abusive supervision and subordinate ' s resistance. *Journal of Applied Psychology*, 86(5), 974-983.

Tepper, B. J., Duffy, M. K., Henle, C. A., & Lambert, L. A. (2006). Procedural injustice, victim precipitation, and abusive supervision. *Personal Psychology*, 59(1), 101-123.

Tullett, A. D. (1997). Cognitive style: not culture ' s consequence. *European Psychologist*, 2(3), 258-267.

Tung, R. L. (1993). Managing cross-national and intra-national diversity. *Human Resource Management*, 32(4), 461-477.

Vaze, M., Ekberg, K., & 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.

Walker, L. (1979). *The battered woman*. New York: Harper & B. D.

Warner, & S. K. Fowler (2003), Strain and violence: Testing a general strain theory model of community violence. *Journal of Criminal Justice*, 31, 511-521.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17, 601-617.

Williams, R. (1993). Culture is ordinary, In A. Gray, & J. McGuigan (Eds.), *Studying culture: An introductory reader* (5-14), London: Edward Arnold.

Wilikson, P. (2003). An investigation of gender differences in leadership across four countries. *Journal of International Business Studies*, 26(2), 255-280.

Zellars, K. L., Tepper, B. J., & Duffy, M. K. (2002). Abusive supervision and subordinates ' organizational citizenship behavior. *Journal of Applied Psychology*, 87(6), 1068-1076.