

職場友誼與員工偏差行為關係之研究

林玉珪、蘇奉信

E-mail: 9706076@mail.dyu.edu.tw

摘要

企業內員工之間因有長時間的互動與相處的機會，因此員工間會形成職場友誼而有相當的影響力，因此當友誼增強時，是否會彼此產生認同感，當一方有偏差行為時，另一方是否因為認同而形成支持？因此，是否可能形成員工間職場友誼之關係越好越容易產生偏差行為，此為本研究欲釐清之問題。

本研究以職場友誼為自變數，員工偏差行為為依變數，心理契約為中介變數，探討職場友誼與員工偏差行為之關係及心理契約是否具中介效果。本研究採便利抽樣，以大台北地區之全職員工為抽樣對象，共發放問卷約450份，回收343份，問卷回收率達76.2%，其中有效問卷為301份。本研究採取敘述性統計、單因子變異數分析、皮爾森相關分析、多元迴歸分析、層級迴歸分析等統計方法進行資料分析驗證。

結果發現職場友誼與心理契約呈極顯著正相關，心理契約與員工偏差行為自評亦呈正相關，因此推論職場友誼與員工偏差行為自評部分透過心理契約達到正向影響。對於偏差行為他評由於係由受測者評論他人，因此，無法藉由心理契約改變自變數與依變數之關係，此部分需藉由未來研究者繼續研究來加以釐清。

關鍵詞：職場友誼(work place friendship)、員工偏差行為(employee misbehavior)、心理契約(psychological contract)

目錄

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	x
第一章 緒論	1
第一節 研究背景	1
第二節 研究問題與目的	5
第二章 文獻探討	8
第一節 員工偏差行為	8
第二節 心理契約	18
第三節 職場友誼	22
第四節 其他影響員工偏差行為之因素	28
第三章 研究方法	31
第一節 研究架構	31
第二節 研究假設	31
第三節 操作型定義與測量工具	33
第四節 資料分析方法	40
第四章 研究結果與分析	43
第一節 樣本及各變項之描述性統計分析	43
第二節 信度分析	49
第三節 個人屬性的變異數分析	50
第四節 變項間之相關分析	54
第五節 變項間之迴歸分析	57
第六節 其他變數與員工偏差行為之關係	62
第七節 心理契約之中介效果分析及研究假設之驗證	65
第五章 結論與建議	68
第一節 研究結論	68
第二節 未來研究建議	70

第三節 研究限制	71
參考文獻	74
附錄 A 研究問卷	97
附錄 B 研究問卷 - 同事	102

表目錄

表 2-1 員工偏差行為定義之文獻	11
表 2-2 員工偏差行為之前因	16
表 2-3 職場友誼之定義之文獻	24
表 2-4 職業發展階段同儕關係的主要重點	26
表 3-1 職場友誼量表題項	34
表 3-2 心理契約量表題項	36
表 3-3 偏差行為量表題項	37
表 3-4 負面情緒量表題項	39
表 3-5 工作壓力量表題項	39
表 3-6 組織公平量表題項	40
表 4-1 樣本性別分析	43
表 4-2 樣本婚姻狀況分析	44
表 4-3 樣本年齡分析	44
表 4-4 樣本年資分析	44
表 4-5 樣本職務分析	45
表 4-6 樣本公司規模分析	45
表 4-7 樣本工作性質分析	46
表 4-8 樣本產業別分析	47
表 4-9 樣本學歷分析	47
表 4-10 職場友誼之描述性統計分析	48
表 4-11 心理契約之描述性統計分析	48
表 4-12 偏差行為之描述性分析	49
表 4-13 各量表及其子構面之Cronbach's 係數表	50
表 4-14 性別與員工偏差行為	51
表 4-15 婚姻狀況與員工偏差行為	51
表 4-16 職務與員工偏差行為	52
表 4-17 年齡與員工偏差行為	52
表 4-18 年資與員工偏差行為	53
表 4-19 學歷與員工偏差行為	53
表 4-20 各變項相關係數表	56
表 4-21 職場友誼與心理契約之層級迴歸表	58
表 4-22 職場友誼各構面與心理契約之層級迴歸表	59
表 4-23 職場友誼與心理契約之層級迴歸表	60
表 4-24 心理契約對偏差行為各構面的多元迴歸分析表	61
表 4-25 職場友誼對偏差行為之迴歸分析表	62
表 4-26 職場友誼對員工偏差行為之影響 - 以工作職位分析	62
表 4-27 職場友誼對員工偏差行為之影響 - 以工作職位分析	63
表 4-28 心理契約對員工偏差行為之影響 - 以工作職位分析	64
表 4-29 心理契約對員工偏差行為之影響 - 以工作職位分析	64
表 4-30 各變項之關係表	65
表 4-31 研究假設之驗證結果	66

圖目錄

圖 2-1 職場偏差行為類型	11
圖 3-1 研究架構圖	31
圖 3-2 職場友誼與員工偏差行為關係圖	32

參考文獻

- 一、中文部份Tom, R. (2007), 人生一定要有的8個朋友(林錦慧、但漢敏譯), 台北:商智文化(原文於2006年出版)。江若嵐(2005), 國際觀光旅館員工組織公平、工作滿意度之承諾與組織公民行為關係之研究, 私立銘傳大學觀光研究所未出版之碩士論文。李培銘(2005), 職場友誼與工作投入關係之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。邱健榕(2006), 工作壓力與員工偏差行為之關係, 國立台灣科技大學企業管理系未出版之碩士論文。林圳德(2006), 台灣與大陸企業功能屬對員工職場友誼之關係之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。周孟君(2006), 心理契約履行、信任與職場偏差行為之研究, 私立中國文化大學國際企業管理研究所未出版之碩士論文。吳惠鈞(2006), 領導行為、組織公平、信任、組織承諾與組織公民行為關係之研究, 國立嘉義大學休閒事業管理研究所未出版之碩士論文。曹羽男(2006), 組織情境認知、個人道德標準與員工偏差行為之關係, 國立台灣科技大學企業管理系未出版之碩士論文。梁欣光(2004), 組織成員性格特性、心理契約、組織公民行為與職場偏差行為之關聯性研究, 國防大學國防管理學院資源管理研究所未出版之碩士論文。梁素君(2002), 工作倦怠與職場偏差行為之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。梁進龍(2005), 職場友誼與員工創造力關係之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。張惠君(2002), 家庭系統、學校系統與國中生自我控制及偏差行為之研究 - 以台南地區為例, 國立成功大學教育研究所未出版之碩士論文。趙德蕙(2006), 負面情緒、神經質性格與員工偏差行為之關係, 國立台灣科技大學企業管理系未出版之碩士論文。楊能豐(2005), 心理契約違反與工作績效之關係 - 以永豐餘造紙股份有限公司為例, 國立中山大學人力資源管理研究所未出版之碩士論文。陳映羽(2005), 員工推薦對職場友誼影響之研究, 私立中國文化大學國際企業管理研究所未出版之博士論文。劉慧君(2005), 探究員工偏差行為之前因, 國立台灣科技大學企業管理系未出版之碩士論文。賴育廷(2005), 心理契約違反與職場偏差行為、離職意圖之探討:以員工傳統性、知覺處罰可能性、知覺同事支持為調節變項, 私立中原大學心理學系未出版之碩士論文。謝安田(1999), 人力資源管理, 台北:著者發行。
- 二、英文部份Abelson, M. A. (1987). Examination of avoidable and unavoidable turnover. *Journal of Applied Psychology*, 72, 382-386.Ackroyd, S., & Thompson, P. (1999). *Organizational misbehavior*. Thousand Oaks, California: SAGE.Adams, J. S. (1963). Wage inequity, productivity, and work quality. *Industrial Relations*, 3, 9-16.Adams, J. S. (1965). Inequity I social exchange. *Advances in Experimental Social Psychology*, 2, 267-299.Allport, G. W. (1961). *Pattern and Growth in Personality*. New York: Holt, Rinehart & Winston.Ambrose, S. (1999). *Comrades*. New York: Simon and Schuster.Aquino, K., Lewis, M. U., & Bradfield, M.(1999). Justice construct, negative affectivity, and employee deviance: A proposed model and empirical test. *Journal of Organizational Behavior*, 20, 1073-1091.Baron, R. A., & Richardson, D. R.(1994). *Human aggression*. (2nd ed.). New York: Plenum.Baron, R. A., & Neuman, J. H. (1996). Workplace violence and work-place aggression: Evidence of their relative frequency and potential causes. *Aggressive Behavior*, 22, 161-173.Barrick, M. R., & Mount, M. K.(1991). The Big Five personality dimensions and job performance. *Personality Psychology*, 44, 1-26.Bar-Tal, D., Bar-Zohar, Y., Greenberg, M. S., & Hermon, M. (1977). Reciprocity behavior in the relationship between donor and recipient and between harm-doer and victim. *Sociometry*, 40(3), 293-298.Beehr, T. A., & Newman, J.E.(1978). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. *Personnel Psychology*, 31, 665-699.Bennett, R. J., & Robison, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85, 349-360.Bensimon, H. F. (1994). Crisis and disaster management violations in the workplace. *Training and development*, 28, 27-32.Berman, E. M., West, J. P., & Richter, M. N. (2002). Workplace relations: Friendship patterns and consequences (according to managers). *Public Administration Review*, 62(2), 217-230.Bies, R. J., & Tripp, T. M. (1996). The many faces of revenge: The goods, the bad, and the ugly. In Greenberg, J. & Robinson, S. L. (Eds.), *Antisocial behavior in organizations. Research theory and applications*. Symposium conducted at the annual meeting of the Academy of Management. Cincinnati, Ohio, August, 1996.Blieszner, E., & Adams, R. (1992). *Adult friendship*. Thousand Oaks, California: Sage Publications.Brendgen, M., Bowen, F., Rondeau, N., & Vitaro, F. (1999). Effects of friends' characteristics on children's social cognitions. *Social Development*, 8(1), 41-51.Bridge, K., & Baxter L. A. (1992). Blended relationships: Friends as work associates. *Western Journal of Communication*, 56(2), 200-225.Brooks, L. (1999). *Organizational Behavior*. London: Pitman Publishing.Bunk, B. P., Doosje, B. J., Liesbeth, G., Jans, J. M., & Hopstaken, L. E. M.(1993). Perceived reciprocity, social support & stress at work: The role of exchange & communal orientation. *Journal of Personality & Social Psychology*, 65, 801-811.Buss, D. (1993). Ways to curtail employee theft. *Nation's business*, 81, 36-38.Caplan, R. D., Cobb, S., & French, J. R. P. (1975). Relationships of cessation of smoking with job stress, personality, and social support. *Journal of Applied Psychology*, 60, 211-219.Cattell, R. B.(1943). The description of personality: Basic traits re-solved into clusters, *Journal of Abnormal and Social Psychology*, 38, 476-506.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.Clark, M. S., & Mills, J. R. (1979). Interpersonal attraction in exchange and communal relationships. *Journal of Personality and Social Psychology*, 37(1), 12-24.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, 599-609.Collins, J. M., & Griffin, R. W. (1998). The psychology of counter-productive job performance. In S. B. Bacharach (Series Ed.), R. W. Griffin, A. O'Leary-Kelly, & J. M. Collins (Vol. Ed.), *Monographs in organizational behavior and industrial relations: Vol. 23, Part B. Dysfunctional behavior in organizations: Non-violent dysfunctional behavior* (pp. 219-242). Stamford, Connecticut: JAI Press Inc.Dalton, D. R., & Mesch, D. J. (1991). On the extent and reduction of avoidable absenteeism: An assessment of absent policy provisions. *Journal of Applied Psychology*, 76, 810-818.Dalton, D. R., & Wimbush, J. C. (1998). Absent does not make the heart grow fonder. In R. W. Griffin, A O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior*. Stamford, Connecticut: JAI Press.Dansereau, F., Graen, G., & Haga, W. (1975). A vertical dyad linkage approach to leadership within formal

organizations: A longitudinal investigation of the role making process. *Organizational Behavior and Human Performance*, 13, 46-78.

Davis, K., & Newstrom, J. W. (1989). *Human Behavior at Work: Organizational Behavior* (8th ed.). New York: McGraw-Hill.

Deluga, R. J., (1994). Supervisor trust building leader-member exchange and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology*, 67(1), 315-326.

Dobel, J. P. (1999). Public integrity. Baltimore, Maryland: Johns Hopkins.

Dobel, J. P. (2001). Can Public leaders have friends? *Public Integrity*, 3(2), 145-158.

Dunlop, P. D., & Lee, K. (2004). Workplace deviance, organizational citizenship behavior, and business unit performance: the bad apples do spoil the whole barrel. *Journal of organizational behavior*, 25, 67-80.

East, P. L., & K. S. Rook (1992). Compensatory patterns of support among children's peer relationships: A test using school friends, non-school friends, and siblings. *Developmental Psychology*, 28(1), 163-172.

Edwards, J. R. (1992). A cybernetic theory of stress, coping, and well-being in organizations. *Academy of Management Journal*, 17, 238-274.

Eisenberg, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology*, 71, 500-507.

Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59.

Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I. L., & Rhoades, L. (2002). Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87, 565-573.

Elisabeth, G. (2000). Intercultural friendship: Five cases studies of German students in the USA. *Journal of Intercultural Studies*, 21(1), 67-91.

Emmers, S., & Tara, M. (2004). The effects of communication quality and quantity indicators on intimacy and relational satisfaction. *Journal of Social & Personal Relationships*, 21(3), 399-412.

Farh, J. L., Earley, P. C., & Lin, S. C., (1997). Impetus for action: A cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, 42, 421-444.

Festinger, L. (1957). *A theory of cognitive dissonance*. Stanford, California: Stanford University Press.

Folger R. (1987). Reformulating the preconditions of resentment: A referent cognitions model. In J. C. Masters & W. P. Smith (Eds.), *Social comparison, justice, and relative deprivation: Theoretical, empirical, and policy perspectives* (pp. 183-215). Hillsdale, New Jersey: Erlbaum.

Folger, R., & Konovsky, M.A. (1989). Effects of procedure and distributive justice on reactions to pay raise decision. *Academy of Management Journal*, 32(1), 115-130.

Folger, R. (1993). Reactions to mistreatment at work. In J. K. Murnighan (Ed.), *Social psychology in organizations: Advances in theory and research* (pp. 161-183). Englewood Cliffs, New Jersey: Prentice Hall.

Folger, R., & Skarlicki, D. P. (1998). A popcorn metaphor for employee aggression. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior*. Stamford, Connecticut: JAI Press.

Fox, S., & Spector, P. E. (1999). A model of work frustration aggression. *Journal of Organizational Behavior*, 20(6), 915-931.

Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in responses to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59(3), 291-309.

Frances, D. H., & Sandberg, W. R. (2000). Friendship within entrepreneurial teams and its association with team and venture performance. *Entrepreneurship Theory and practice*, 25(2), 5-25.

Furman, W., & K. L. Bierman (1984). Children's conceptions of Friendship: A Multi-Method study of developmental changes. *Developmental Psychology*, 20(5), 925-931.

Gardner, W., & Martinko, M. J. (1998). The dysfunctional effects of impression management in organizations. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior*. Stamford, Connecticut: JAI Press.

Giacalone, R. A., & Greenberg, J. (1997). *Antisocial behavior in organizations*. Thousand Oaks, California: SAGE.

Glaman, J. M., Jones, A. P., & Rozelle, R. M. (1996). The effects of co-worker similarity on the emergence of affect in work teams. *Group and Organization Management*, 21(2), 192-215.

Greenberg, J. (1990b). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16, 399-432.

Graen, G. B., & Scandura, T. A. (1987). Toward a psychology of dyadic organizing. In L. L. Cummings & G. M. Staw (Eds.), *Research in organizational behavior* (pp. 175-208). Greenwich, Connecticut: JAI Press.

Graen, G., Cashman, J., & Haga, W. (1975). A role making model of leadership in formal organizations: A developmental approach. In Hunt J. & Larson L. (Eds.), *Leadership frontiers* (pp. 143-166). Kent, Ohio: Kent State University Press.

Gupta, N., & Beehr, T.A. (1979). Job stress and employee behaviors. *Organizational Behavior and Human Performance*, 23, 373-387.

Guzzo, R. A., Noonan, K. A., & Elron, E. (1994). Expatriate managers and psychological contract. *Journal of Applied Psychology*, 79, 617-626.

Hallowell, E. M. (1999). *Connect*. New York: Pantheon Books.

Harper, D. (1990). Spotlight abuse saves profits. *Industrial distribution*, 79, 47-51.

Harris, M. H., & Greising, L. A. (1998). Alcohol and drug use as dysfunctional workplace behaviors. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior*. Stamford, Connecticut: JAI Press.

Hays, R. B. (1985). A longitudinal study of friendship development. *Journal of Personality and Social Psychology*, 48(4), 909-924.

Hogan, R. (1987). *Personality Psychology: Back to basics*. In J. Aronoff, A. I. Rabin, & R. A. Zucker (Eds.), *The emergence of personality* (pp. 79-104). New York: Springer.

Hollinger, R. C., & Clark, J. P. (1982). Formal and informal social controls of employee deviance. *Sociological quarterly*, 23, 333-343.

House, R. J., & Dessler, G. (1974). The path-goal theory of leadership: Some posthoc and a priori test. In J. Hunt & L. Arson (Eds.), *Contingency approaches to leadership* (pp. 199-215). Carbondale, Illinois: Southern Illinois University Press.

House, J. S. (1981). *Work stress and social support*. Massachusetts: Addison-Wesley.

Jamal, M. (1984). Job stress and job performance controversy: An empirical assessment. *Organizational Behavior and Human Performance*, 33, 1-21.

Jaworski, B. J., & Young, S. M. (1992). Dysfunctional behavior and management control: An empirical study of marketing managers. *Accounting, Organizations and Society*, 17, 17-35.

Jehn, K. A., & Shah, P.P. (1997). Interpersonal relationships and task performance: An Examination of mediating processes in friendship and acquaintance groups. *Journal of Personality and Social Psychology*, 72(4), 775-790.

John, O. P., Caspi, A., Robins, R. W., Moffitt, T. E. & Stouthamer-Loeber, M. (1994). The Little, Five: Exploring the nomological network of the Five-Factor Model of personality in adolescent boys. *Child Development*, 65, 160-178.

Johns, G. (1997). Contemporary research on absence from work: Correlates, causes, and consequences. In C. L. Cooper & I. T. Roberson (Eds.), *International review of industrial and organizational*

psychology (pp. 115-174). London: Wiley.

Joyce, A. (2004). A workplace without friends in an enemy: Gallup says buddies are a sign of office health. *The Washington Post*, 6(6).

Keith, D., Newstrom, J. W. (1997). *Organizational behavior: Human Behavior at Work*. New York: Wiley.

Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-669.

Kottke, J. L., & Sahrainski, C. (1988). Measurement perceived supervisor support and organizational support. *Educational and Psychology Measurement*, 48, 1075-1079.

Krackhardt, D., & Stern, R.N. (1988). Informal networks and organizational crises: An experimental simulation. *Social Psychology Quarterly*, 51(2), 123-140.

Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role of peer relationships in career development. *Academy of Management Journal*, 28(1), 110-132.

Kramer, M. W. (1996). A longitudinal study of peer communication during job transfers, the impact of frequency quality & network multiplexity on adjustment. *Human Communication Research*, 23(1), 59-86.

Lehman, W. E. K., & Simpson, D. D. (1992). Employee substance use and on-the-job behavior. *Journal of applied psychology*, 77, 309-321.

Levinson, H., Price, C., Munder, K., Mandl, H., & Solley, C. (1962). *Men, Management and Mental Health*. Cambridge, Massachusetts: Harvard University Press.

Lewicki, R. J., Poland, T., Minton, J., & Sheppard, B (1997). Dishonesty as deviance: a typology of workplace dishonesty and key contributing factors. In R. J. Lewicki, R. J. Bies & B. H. Sheppard (Eds.), *Research on Negotiations in Organizational*, 6, 53-86.

Mack, D., Shannon, C., & Quick, J. (1998). Stress and the preventive management of workplace violence. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior* (pp. 1-42). Stamford, Connecticut: JAI Press.

MacNeil, I. R. (1985) *Relational contract: What we do and do not know*. *Wisconsin Law Review*, 3, 483-525.

Marcus and Schuler (2004). Antecedents of counterproductive behavior at work: A general perspective. *Journal of Organizational Behavior*, 23(4), 425-453.

Marini, F. (1992). The uses of literature in the exploration of public administration ethics: The Example of Antigone. *Public Administration Review*, 52(5), 420-427.

Markiewicz, D., Devine, I., & Kausilas, D. (2000). Friendships of women and men at work job satisfaction and resource implications. *Journal of Management Psychology*, 15(2), 161-184.

Martinko, M. J., & Gardner, W. L. (1982). Learned helplessness: An alternative explanation for performance deficits. *Academy of Management Review*, 7, 195-204.

Martinko, M. J., Gundlach, M. J., & Douglas, S. C. (2002). Toward an integrative theory of counterproductive workplace behavior: A causal reasoning perspective. *International Journal of Selection and Assessment*, 10, 36.

Martinko, M. J., & Zellars, K. L. (1998). Toward a theory of workplace violence: A cognitive appraisal perspective. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior* (pp. 1-42). Stamford, Connecticut: JAI Press.

McCrae, R. R., & Costa, P. T. (1990). *Personality in adulthood*. New York: The Guilford Press.

McFarlane, S. L., & Tetrick, L. E. (1994). The Psychological Contract as an Explanatory Framework in the Employment Relationship. *Trends in Organizational Behavior*, 1, 91-109.

Mensch, B. S., & Kandel, D. B. (1998). Do job conditions influence the use of drugs? *Journal of Health and Social Behavior*, 29, 169-184.

Miles, D. E., Borman, W. E. Spector, P. E., & Fox, S. (2002). Building an integrative model of extra role work behaviors: A comparison of counterproductive work behavior with organizational citizenship behavior. *International Journal of Selection and Assessment*, 10(1), 51-57.

Mills, J., & Clark, M. S. (1982). Exchange and communicational relationship. In L. Wheeler (Ed.), *Review of personality and social psychology*, 3 (pp. 121-144). Beverly Hills: Sage.

Monge, P. R., & Kirste, K. K. (1980). Measuring proximity in human organizations. *Social Psychology Quarterly*, 43(1), 110-115.

Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior? *Academy of Management Journal*, 41, 351-357.

Morrison, E. W., & Robinson, S. L., 1997, When Employees Feel Betrayed: A Model of how Psychological Contract Violation Develops. *Academy of Management Review*, 22(1), 226-256.

Mount, M. K., Barrick, M. R., & Stewart, G. L. (1998). Five factor model of personality and performance in jobs involving interpersonal interactions. *Human Performance*, 11, 145-166.

Murphy, K. R. (1993). *Honesty in the workplace*. Belmont, California: Brooks/Cole.

Murry, B. (1999). The effects of blame attributions and offender likability on forgiveness and revenge in the workplace. *Journal of Management*, 25, 607-626.

Necowitz, L. B., & Roznowski, M. (1994). Negative affectivity and job satisfaction: Cognitive processes monitoring the relationship and effects on employee behaviors. *Journal of Vocational Behavior*, 45, 270-294.

Newcomb, A. F., & J. E. Brady (1982). Mutuality in boys' friendship relations. *Child Development*, 53, 392-395.

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, 527-556.

Nielsen, I. K., Jex, S. M., & Adams, G. A. (2000). Development and validation of scores on a two-dimensional workplace friendship scale. *Educational and Psychological Measurement*, 60(4), 628-643.

Northcraft, G. B. & Neale, M. A. (1994). *A management challenge*. Organizational Behavior. California: The Dryden Press, 400.

O'Leary-Kelly, A. M., Griffin, R. W., & Glew, D. J. (1996). Organization-Motivated aggression: a research framework. *Academy of Management Review*, 21, 225-253.

Odden, C. M., & Sias, P. M. (1997). Peer communication relationships and psychological climate. *Communication Quarterly*, 45(3), 153-166.

Ones, D. S., Viswesvaran, C., & Schmidt, F. L. (1993). Meta-analysis of integrity test validities: Findings and implications for personnel selection and theories of job performance. *Journal of Applied Psychology*, 78, 679-703.

Ones, D. S., & Viswesvaran, C. (1998). Integrity testing in organizations. In R. W. Griffin, A. O'Leary-Kelly & J. M. Collins (Eds.), *Dysfunctional behavior in organizations: Violent and deviant behavior*. Stamford, Connecticut: JAI Press.

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

Parasuraman, S., & Alutto, J. A. (1984). Sources of outcomes of stress in organization settings: Toward the development of a structural model. *Academy of Management Journal*, 27, 330-350.

Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.

Rawlins, W. K. (1982). Cross-sex friendship & the communicative management of sex-role expectations. *Communication Quarterly*, 30, 343-352.

Richer, S. F., Blanchard, U., & Vallerand, R. J. (2002). A motivational model of work turnover. *Journal of Applied Social Psychology*,

32(10), 2089-2113. Riordan, C. M., & Griffeth, R. W. (1995). The opportunity for friendship in the workplace: An underexplored construct. *Journal of Business and Psychology*, 10(2), 141-154.

Robinson, A. L., & O'Leary-Kelly, A. M. (1998). Monkey see, monkey do: The influence of work groups on the antisocial behavior of employees. *Academy of Management Journal*, 41, 658-672.

Robinson, S. L., & Greenberg, J. (1998). Employee behavior badly: Dimensions, determinants and dilemmas in the study of workplace deviance. In D. M. Rousseau & C. L. Cooper (Eds.), *Trends in Organizational Behavior* (pp. 1-29). Forthcoming, New York: Wiley.

Robinson, S. L., & Bennett, B. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management Journal*, 38(2), 555-572.

Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing Obligations and the psychological contract: a longitudinal study. *Academy of management journal*, 37, 137-152.

Robinson, S. L., & Rousseau, D. M. (1994). Violating the psychological contract: Not the exception but the norm. *Journal of Organizational Behavior*, 15, 245-259.

Robinson, S. L. (1996). Trust and breach of the psychological contract. *Administrative science quarterly*, 41, 574-599.

Rotter, J. B. (1975). *Personality*. Glenview, Illinois: Scott Foresman.

Rousseau, D. M. (1989). Psychological and implied contract in organization. *Employee responsibilities and rights journal*, 2, 121-139.

Rousseau, D. M. (1995). *Psychological contracts in organization*. Thousand Oaks, California: SAGE.

Rousseau, D. M., & Greller, M. M. (1994). Human resource practices: Administrative contract makers. *Human resource management*, 33, 385-401.

Saferstein, J., Neimeyer, G. J., & Hagans, C. J. (2005). Attachment as a predictor of friendship qualities in college youth. *Social Behavior & Personality: An International Journal*, 33(8), 767-775.

Salgado, J. F. (2002). The big five personality dimensions and counterproductive behaviors. *International Journal of Selection & Assessment*, 10, 117-125.

Schein, E. H. (1980). *Organizational Psychology*. Englewood Cliffs: Prentice-Hall.

Scot, M., & Mitchell, J. (1972). The development of a money-handing inventory. *Personality and Individual Differences*, 17, 147-152.

Scott, K. D., & Taylor, G. S. (1985). An examination of conflicting findings on the relationship between job satisfaction and absenteeism: A meta-analysis. *Academy of Management Journal*, 28(3), 599-612.

Schwartz, S. H. (1977). Normative influences on altruism. In L. Berkowitz (Ed.), *Advances in experimental social psychology*, 10, 221-279.

Seers, A., Petty, M. M., & Cashman, J. F. (1995). Team member exchange under team and traditional management: A naturally occurring quasi-experiment. *Group & Organization Management*, 20, 18-38.

Sheppard, B. H., Lewicki, R. J., & Minton, J. W. (1992). *Organizational justice: The search for fairness in the workplace*. New York: Lexington Books.

Sherif, M., & Sherif, C. W. (1953). *Group in harmony and tension*. New York: Harper & Row.

Sias, P. M., & Cahill, D. J. (1998). From coworkers to friends: The development of peer friendships in the workplace. *Western Journal of communication*, 62(3), 273-299.

Skarlicki, D. P., & Folger, R. (1997). Relationship in the workplace: the roles of distributive, procedural, and interactional justice. *Journal of applied psychology*, 82, 434-443.

Spector, P. E., & Fox, S. (2002). An emotion centered model of voluntary work behavior: some parallels between counterproductive work behavior and organizational citizenship behavior. *Human Resource Management Review*, 12(2), 269-292.

Staw, B. M. (1984). Organizational behavior: A review and reformation of the field's outcome variables. *Annual Review of Psychology*, 35, 627-666.

Steel, R. P., & Ovalle, N. K. (1984). A review and meta-analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*, 69(4), 673-686.

Tomlinson, F., & Egan, S. (2002). Organizational sensemaking in a culturally diverse setting: Limits to the "valuing diversity". *Discourse Management Learning*, 33(1), 79-97.

Turnley, W. H., & Feldman, D. C. (1999). A discrepancy model of psychological contract violations. *Human Resource Management Review*, 9, 367-386.

Vardi, Y., & Wiener, Y. (1996). Misbehavior in organizations: A motivational Framework. *Organization Science*, 7, 151-165.

Vivian, C. S., Lau, W. T., Au, W. T., & Ho, M. C. (2003). A qualitative and quantitative review of antecedents of counterproductive behavior in organizations. *Journal of Business and Psychology*, 18, 73-99.

Watson, D., & Clark, L. A. (1984). Negative affectivity: The disposition to experience aversive emotional states. *Psychological Bulletin*, 96, 465-490.

Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, 54, 1063-1070.

Wayne, S. J., & Green, S. A. (1993). The effects of leader-member exchange on employee citizenship and impression management behavior. *Human Relations*, 46, 1431-1440.

Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceptions of organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82-111.

Wiseman, J. P. (1986). Friendship: Bonds and binds in a voluntary relationship. *Journal of Social and Personal Relationships*, 3, 191-211.

Wright, P. H. (1974). The delineation and measurement of some key variables in the study of friendship. *Representative Research in Social Psychology*, 5, 423-436.

Wright, P. H. (1978). Toward a theory of friendship based on a conception of self. *Human Communication Research*, 4(3), 196-207.

Xu, Y., Ann, J. M., David, S., & Chang, L. (2004). Social networks & aggressive behavior in Chinese children. *International Journal of Behavioral Development*, 28(5), 401-410.

Yukl, G. (1994). *Leadership in Organization* (3rd ed.). Englewood Cliffs, New Jersey: Prentice-Hall.