Abusive Supervision and Proactive Behavior:
The Roles of Gender and Identification

by

Kan Ouyang[1], Wing Lam[2]
Department of Management and Marketing,
The Hong Kong Polytechnic University,
Hung Hom, Kowloon, Hong Kong
Tel: (852) 2766 7946, Fax: (852) 2765 0611,
E-mail: kathryn.ouyang@connect.polyu.hk[1]
Tel: (852) 2766 4541, Fax: (852) 2765 0611,
E-mail: mswing@polyu.edu.hk[2]

and

Ziguang Chen
Department of Management,
City University of Hong Kong,
88 Tat Chee Avenue, Kowloon, Hong Kong
Tel: (852) 3422 7966, Fax: (852) 3422 7220
E-mail: mgzgchen@cityu.edu.hk

Abusive Supervision and Proactive Behavior:
The Roles of Gender and Identification

by

Kan Ouyang[1], Wing Lam[2]
Department of Management and Marketing,
The Hong Kong Polytechnic University,
Hung Hom, Kowloon, Hong Kong
Tel: (852) 2766 7946, Fax: (852) 2765 0611,
E-mail: kathryn.ouyang@connect.polyu.hk[1]
Tel: (852) 2766 4541, Fax: (852) 2765 0611,
E-mail: mswing@polyu.edu.hk[2]

and

Ziguang Chen
Department of Management,
City University of Hong Kong,
88 Tat Chee Avenue, Kowloon, Hong Kong
Tel: (852) 3422 7966, Fax: (852) 3422 7220
E-mail: mgzgchen@cityu.edu.hk

Abstract

This study investigates the relationship between abusive supervision and subordinates' proactive behavior in the organization based on a new perspective, namely the social identity theory. In addition, building on evolutionary psychology, we predict that subordinate's gender is a key moderator on this relationship. Using a sample of 350 supervisor–subordinate dyads from four companies within a group IT corporation, we found that abusive supervision was negatively related to subordinates' perceived insider status and organizational commitment, which in turn positively influenced their proactive behaviors. The results also demonstrated that subordinate's gender moderated the relationship between abusive supervision and perceived insider status, such that the negative relationship was stronger for female subordinates than for male subordinates. Taken together, these findings identify the social identity theory as an underlying mechanism to explain the relationship between abusive supervision and subordinates' proactive behavior and uncover a crucial boundary condition (i.e. subordinate's gender) for this relationship.

Keywords: Abusive Supervision, Proactive Behavior, Social Identity Theory, Gender

1. Introduction

Seventy-five per cent of all bullying in the workplace is estimated to take the form of downward hostility (Tepper, 2007). It appears that abusive supervision has become a common form of bullying in organizations. Therefore, abusive supervision, a destructive side of leadership, has become an interesting research domain for scholars, with an increasing number of studies investigating the antecedents and consequences of this construct. In his seminal paper, Tepper (2000) defined abusive supervision as subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact. Concrete behaviors of this type of leadership include rudeness, public ridicule, silent treatment, invasion of privacy, withholding needed information, and inappropriately assigning blame (Tepper, 2000; Tepper, Duffy, Henle, & Lambert, 2006).

Our current study employs a new perspective, the social identity theory, to explore how abusive supervision affects subordinates' proactive behavior in the workplace. Drawing on the social identity theory (Tajfel & Turner, 1985), we argue that abusive supervision will weaken subordinates' perceived insider status in the organization and then attenuate their organizational commitment, which in turn will decrease the frequency of subordinates' proactive behavior. This mechanism provides a new avenue for scholars devoting themselves to the field of abusive supervision research and is one of the main contributions of the present study. Furthermore, taking an evolutionary perspective, we propose that gender will be a key influencing factor in the relationship between abusive supervision and proactive behavior. Our effort fills a void in the prior literature in that a boundary condition is presented to qualify the abusive supervision-proactive behavior relationship.

2. Theory and Hypotheses

2.1 Abusive Supervision and Perceived Insider Status

Perceived insider status refers to the extent to which subordinates feel like organizational insiders, and represents the close relationship between subordinate and organization (Stamper & Masterson, 2002). Immediate supervisors are generally regarded as reliable and qualified agents of the organization, and subordinates retrieve information from the people who are close to them (such as their supervisors) to form their attitudes about the organization (Eisenberger et al., 2010). Hence, we argue that the behavior of immediate supervisors will directly affect subordinates' perceived insider status. According to the social identity theory, if supervisors behave in a supportive and respectful way to subordinates, subordinates will identify with their work role and feel proud of working for the organization, and then the perception of insider status will be enhanced. In contrast, if subordinates are treated in a rude or disrespectful way, individuals' need for esteem cannot be fulfilled, and this will weaken their willingness to get involved in their work and the organization as well as their sense of belonging to the organization.

Abusive supervision represents the image of a tyrannical leader who ridicules and undermines his/her subordinates publicly and shows no respect for them (Tepper, 2000). It is a downward mistreatment from immediate supervisor to subordinates and includes both verbal and nonverbal abuse (Tepper, 2000). Integrated with the above argument, these behaviors provide a clue to the mistreated

subordinates that they are not respected and valued by their supervisors. Hence, we propose the following hypothesis:

Hypothesis 1: Abusive supervision is negatively related to subordinates' perceived insider status.

2.2 Perceived Insider Status and Organizational Commitment

According to the definition of and the research findings on organizational commitment (Mathieu & Zajac, 1990; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002), it correlates with factors that influence individual psychological belonging and attachment to a group/community/organization. Therefore, we contend that an individual's psychological feeling of emotional attachment or linking to the organization, that is perceived insider status, may directly impact organizational commitment. With high perceived insider status, subordinates will define themselves as members of the organization, agree with the values and goals of the organization, and act in the way that the organization expects them to do; their intention to remain in the organization will also increase. On the contrary, if perceived insider status is low (i.e. individuals perceive themselves as being outsiders in the organization), the feeling is one of detachment and rejection rather than pride and high involvement (Armstrong-Stassen & Schlosser, 2011; Stamper & Masterson, 2002). Thus, we argue that high perceived insider status will enhance subordinates' organizational commitment.

Hypothesis 2: Subordinates' perceived insider status is positively related to subordinates' organizational commitment.

2.3 Organizational Commitment and Proactive Behavior

Proactive behavior relies on individual initiative and self-starting, which indicates that motivation is highly required to perform proactive behavior (Parker, Bindl, & Strauss, 2010). We propose that organizational commitment may act as a crucial impetus for proactivity in the workplace. Subordinates' experience of organizational commitment has been demonstrated to be significantly associated with a wide range of work behaviors, including absenteeism, turnover, job performance, self-reported stress, work-family conflict, and organizational citizenship behavior (Mathieu & Zajac, 1990; Meyer et al., 2002). Organizational commitment involves subordinates' emotional bond to the organization, which could trigger their positive affect and then motivate them to use their initiative to challenge the status quo and make changes. This mechanism corresponds to Parker et al's (2010) "Energized To Motivation", which asserts that affect-related motivational states can affect proactive behavior. In addition, commitment also represents psychological attachment to the organization, which indicates caring about the benefits of the organization, a willingness to get involved in the organization, and striving to achieve the goals of the organization (Johnson & Yang, 2010). Therefore, with high organizational commitment, subordinates are more likely to exert effort in order to engage in proactive behaviors that will make valuable contributions to the organization.

Hypothesis 3: Subordinates' organizational commitment is positively related to their proactive behavior, such as (a) problem prevention, (b) taking charge, (c) voice behavior, and (d) personal innovation.

2.4 The Moderating Role of Gender

Drawing upon evolutionary psychology, we propose that gender may be a significant moderator on how abusive supervision affects subordinates' perceived insider status owing to two reasons. First, according to evolutionary psychology, men and women develop different expectations and orientations regarding life and work. Men tend to define themselves and their lives primarily through independent and personal accomplishments and women through interdependent and good relations with others (Cook, 1993; Nelson & Brown, 2012). Women are more empathetic and relationship-oriented and emphasize interaction and social support. In contrast, men are more competitive and task-oriented and highlight autonomy and personal success. Second, men and women may respond differently when experiencing stress and poor behavior. It is suggested that women and men display two distinct stress orientations. Females view relationship stress as a negative event and take responsibility for others, whereas males are capable of detaching themselves from relational issues and focusing on themselves (Iwasaki, MacKay, & Ristock, 2004; Maki, Moore, Grunberg, & Greenberg, 2005). Therefore, when experiencing negative behaviors related to interpersonal relationships, women appear to be more sensitive to and influenced by these events than men. Therefore, when treated abusively by a supervisor, female subordinates seem to respond more strongly and to perceive themselves as outsiders in the group or organization. Thus, we propose the following hypothesis:

Hypothesis 4: Gender moderates the relationship between abusive supervision and subordinates' perceived insider status such that the negative relationship is stronger for female subordinates than for male subordinates.

3. Methods

3.1 Sample and Procedure

The data were collected from four telecommunication equipment manufacturing companies within a group IT corporation in Shanghai, China. As abusive supervision is a relatively sensitive issue for subordinates in organizations, with the support of the human resource departments, we intentionally arranged a joint two-day recreation trip for the four companies in order to collect high quality and quantity data. By conducting the survey during activities outside the workplace, more questionnaires were returned. Five hundred and six supervisor–subordinate dyads were invited to participate in the survey. The questionnaires of 350 dyads were usable, yielding a response rate of 69.2%. Table 1 presents the detailed statistical information of the sample.

3.2 Measures

The survey instrument was administered in Chinese. Since the original scales were developed in English, all of the items underwent a back-translation process (Brislin, 1986). The constructs of abusive supervision, perceived insider status, and organizational commitment were rated by the subordinates, and the frequency of proactive behavior (problem prevention, taking charge, voice behavior, and personal innovation) was rated by the immediate supervisors of these subordinates. All measures were rated on a 7-point scale (1 = strongly disagree; 7 = strongly agree), except for the measure of abusive supervision (1 = never; 5 = very often).

Table 1 Statistical Data of the Sample

Category	Sample	Average Age (Year)	Percentage of Females (%)	Average Tenure (Year)
Supervisor	Company A	33.5	70.1	5.6
	Company B	34.3	82.1	7.1
	Company C	27.8	51.7	5.2
	Company D	34.0	51.9	7.0
	Total sample	**31.8**	**63.1**	**5.9**
Subordinate	Company A	30.4	58.9	3.3
	Company B	30.0	60.7	3.8
	Company C	28.7	50.0	3.2
	Company D	28.1	33.3	3.5
	Total sample	**29.4**	**52.3**	**3.4**

Abusive supervision. We used the 15-item abusive supervision scale developed by Tepper (2000). The Cronbach α for this scale was .97.

Perceived insider status. We employed the 6-item perceived insider status scale developed by Stamper and Masterson (2002). The Cronbach α for this scale was .81.

Organizational commitment. Following Aryee, Chen, Sun, and Debrah (2007) and Strauss, Griffin, and Rafferty (2009), we assessed organizational commitment using eight items of Allen and Meyer's (1990) affective commitment scale. The Cronbach α for this scale was .71.

Proactive behavior. For problem prevention, we used the 3-item scale developed by Parker and Collins (2010). The Cronbach α for this scale was .86. The taking charge measure adopted the 3-item scale developed by Parker and Collins (2010), and the Cronbach α for this scale was .94. We employed the 4-item scale developed by Parker and Collins (2010) to assess voice. The Cronbach α for this scale was .89. For the personal innovation measure, we adopted the 3-item scale developed by Scott and Bruce (1994). The Cronbach α for this scale was .92.

Gender. A dummy variable (Female = 1, Male = 2) was created to represent the subordinate's gender.

3.3 Analytical Strategy

Following Huo, Lam, and Chen's (2012) procedure, our data analysis using AMOS 19 consisted of three parts: (1) conducting confirmatory factor analyses (CFAs) to examine the discriminant validity of the constructs; (2) calculating the latent variable scores using the Data Imputation function in AMOS 19; and (3) conducting structural equation modeling (SEM) using latent variable scores to test the research hypotheses. The latent variable scores calculated from a measurement model are unbiased estimates of the underlying latent variables, and these scores can be regarded as observed variables when conducting a path analysis (Hempel, Zhang, & Han, 2009).

4. Results

4.1 Preliminary Analyses

Discriminant validity. Before testing the hypotheses, we conducted a series of CFAs to obtain statistical support for the discriminant validity using AMOS 19.0. The results showed good discriminant validity among the measures.

Descriptive statistics. Table 2 presents the means, standard deviations, and zero-order Pearson correlations of all the key variables, providing a basis for us to move forward in testing the hypotheses.

Table 2 Means, Standard Deviations, Correlations, and Reliabilities [a]

Key Variables	Mean	s.d.	1	2	3	4	5	6	7	8
1. Gender (Female=1, Male=2)	1.48	.50	(1.00)							
2. Abusive supervision	1.29	.57	-.11*	(.97)						
3. Perceived insider status	5.37	.97	.05	-.20**	(.81)					
4. Organizational commitment	5.19	0.7	.11*	-.22**	.47**	(.71)				
5. Problem prevention	4.91	1.11	.07	-.17**	.23**	.42**	(.86)			
6. Taking charge	4.38	1.38	.03	-.12*	.13*	.37**	.60**	(.94)		
7. Voice	4.97	1.04	.06	-.13*	.18*	.43**	.75**	.59**	(.89)	
8. Personal innovation	4.52	1.26	.01	-.12*	.15**	.32**	.82**	.66**	.75**	(.92)

[a] N=350 (supervisor-subordinate dyads). Coefficient alphas are shown along the diagonal in parentheses.

* $p < .05$; ** $p < .01$. Two-tailed.

4.2 Hypotheses Testing

We utilized AMOS 19 to conduct SEM and test the hypotheses. Before using the latent variable scores, we examined the model fit of the model without the interaction term as AMOS does not produce regular model fit indices when including interactions. The model fit was quite good ($\chi^2 = 1524.22$, df = 778; CFI = .94, IFI = .94, TLI = .93, RMSEA = .05). We then calculated the latent variable scores using the Data Imputation function in AMOS, and we treated the key variances (i.e. abusive supervision, perceived insider status, organizational commitment, and four types of proactive behavior) and the interaction term (abusive supervision * subordinate's gender) as observed variables in our research model. We compared the model fit indices of the models with or without a direct path from (a) abusive supervision to organizational commitment and proactive behavior and (b) perceived insider status to proactive behavior. According to the criterion of parsimony, the final model is presented in Figure 1. The fit statistics were as follows: $\chi^2 = 32.33$, df = 19; CFI = .99, IFI = .99, TLI = .99, RMSEA = .05.
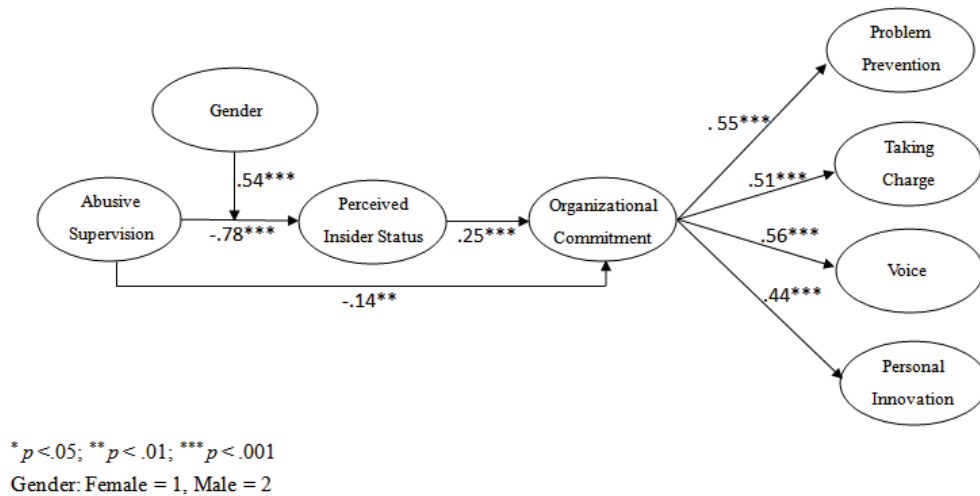
Figure 1 SEM Results of the Final Model

As shown in Figure 1, abusive supervision was negatively associated with subordinates' perceived insider status (β = -.78, p < .001), thus supporting Hypothesis 1. Perceived insider status was positively related to subordinates' organizational commitment (β = .25, p < .001), which supports Hypothesis 2, and subordinates' organizational commitment in turn positively predicted their proactive behavior (i.e. problem prevention (β = .55, p < .001), taking charge (β = .51, p < .001), voice behavior (β = .56, p < .001), and personal innovation (β = .44, p < .001) in the workplace. Thus, Hypothesis 3 is also supported. As Figure 1 shows, subordinate's gender moderated the negative relationship between abusive supervision and perceived insider status (β = .54, p < .001). To further evaluate the moderating effect of gender, we plotted simple slopes for the relationship between abusive supervision and perceived insider status when the subordinate is (a) female and (b) male. The results in Figure 2 indicate that the negative relationship between abusive supervision and perceived insider status was stronger for female subordinates than for male subordinates. Simple slope tests also revealed that abusive supervision was negatively related to perceived insider status (b = -.44; p < .001) when the subordinate was female; however, the relationship was nonsignificant (b = -.04; n.s.) when the subordinate was male. The results therefore support Hypothesis 4.

Figure 1 also shows that abusive supervision was negatively related to subordinates' organizational commitment (β = -.14, p < .001). This implies that perceived insider status partially mediated the relationship between abusive supervision and organizational commitment. As the direct effect of the interaction between abusive supervision and gender on organizational commitment was not statistically significant, perceived insider status fully mediated the interaction of abusive supervision and gender on organizational commitment. Finally, as presented in Figure 1, there was no significant and direct relationship between abusive supervision and proactive behavior or between the interaction of abusive supervision and gender and proactive behavior. Thus, we conclude that perceived insider status and organizational commitment fully mediated the relationship between abusive supervision and proactive behavior and the interaction of abusive supervision and gender on proactive behavior.
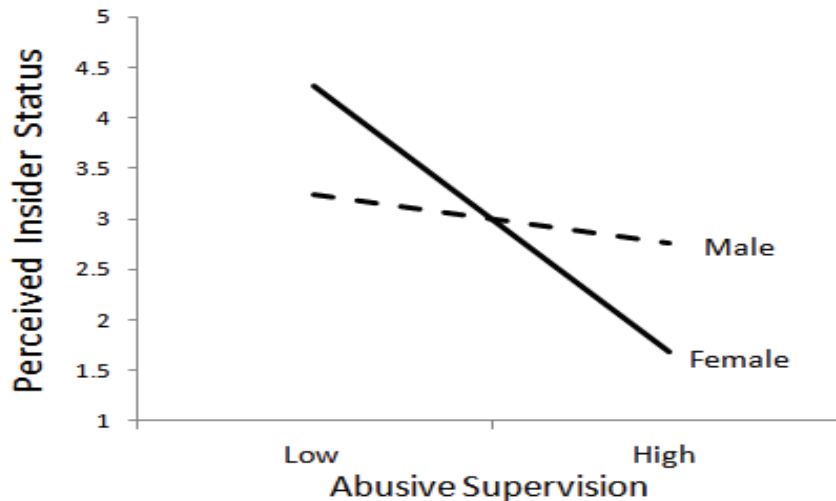
Figure 2 Moderating Role of Subordinate's Gender on the
Abusive Supervision-Perceived Insider Status Relationship

5. Discussion

5.1 Theoretical Contributions

The study makes three main theoretical contributions to the literature. First, we introduce and test a novel perspective (i.e. social identity theory) to interpret the linkage between abusive supervision and subordinates' proactive behavior. Social identity theory has frequently been invoked in organizational research (e.g. Mcdonald & Westphal, 2011; Sluss, Ployhart, Cobb, & Ashforth, 2012), and our research aims to extend this theory to the field of abusive supervision. As we noted earlier, the theoretical foundation of abusive supervision and its consequences is based on the justice perspective, the stress perspective, the social exchange perspective, and the social learning perspective (Lian, Ferris, & Brown, 2012; Ng, Chen, & Aryee, 2012). However, we predict that abusive supervision could directly affect subordinates' identification with the organization and in turn impact their organizational commitment, which eventually influences their proactive behavior. The results support our prediction. This indicates that in the view of subordinates, supervisors' abusive behaviors represent the organization and prompt feelings of disrespect and contempt. Accordingly, subordinates' identification with the organization weakens, with the accompanying results of reduced levels of organizational commitment and proactive behavior. This implies that abusive supervision represents how the organization treats subordinates, and subordinates correspondingly adjust their identities within the organization (i.e. decreased perceived insider status and organizational commitment). Accordingly, subordinates' initiative and proactivity are frustrated. Therefore, the social identity theory tenet is validated as an underlying psychological mechanism of the abusive supervision-proactive behavior relationship.

Second, our research contributes to the literature on abusive supervision and proactive behavior. Four types of proactive behavior were selected in our study to examine the extent to which it is possible

to generalize on how abusive supervision affects proactive behavior. In addition, the research on how leadership influences proactive behavior always focuses on the "bright side" of supervisors' behavior (Parker et al., 2010; Strauss et al., 2009). We explored the dark side of leadership, which may be equally crucial to obtain an integrated understanding of effective leadership in organizations. Our findings reveal the destructive effect of abusive supervision on subordinates' proactive behavior.

Third, this study has implications for how gender differentiates subordinates' reactions to abusive supervision. No study has explored the moderating effect of gender, although many studies have regarded it as a common control variable. Based on evolutionary psychology, we predicted that gender could be an important boundary for this relationship because females and males have different expectations of life and work and different responses to stress and poor behaviors (e.g. Nelson & Brown, 2012). Our results suggest that the negative abusive supervision-perceived insider status relationship is much stronger for female subordinates ($b = -.44$; $p < .001$) than for male subordinates ($b = -.04$; n.s.). This provides us with valuable hints on how to alleviate the negative effects of abusive supervision and boost subordinates' proactive behavior.

5.2 Practical Implications

From a practical perspective, our study has two key implications for supervisors and organizations. First, the current study suggests that abusive supervision could negatively affect subordinates' organizational identification, thus decreasing their motivation to use their initiative and behave proactively. Therefore, to enhance subordinates' identification with the organization and facilitate their proactive behavior, abusive supervision should be addressed and prevented. Supervisors are regarded as organizational representatives, and they should take responsibility for their behaviors. As an approach to handling the abusive supervision problem, organizations could monitor and punish supervisors' detrimental behaviors. In addition, organizations could develop leadership courses and counseling programs that attenuate the occurrence of abusive supervision and improve supervisors' leadership skills.

Second, the findings indicate that female and male subordinates respond differently to abusive supervision. A female subordinate is more sensitive to a supervisor's abusive behaviors, and her perceived insider status reduces significantly, but for a male subordinate, the reduction is not that significant. This implies that organizations could intervene to alleviate the negative impacts of abusive supervision based on the gender of subordinates. Counseling services and support or assistance programs aimed at female subordinates might be helpful to mitigate the destructive effect of abusive supervision and maintain subordinates' organizational identification and commitment, finally minimizing the decline of proactive behavior.

5.3 Limitations and Future Research

Despite these contributions, several limitations of our work should be noted. One limitation is that the cross-sectional design of our study hinders the formulation of firm conclusions on the causal direction for the paths we tested in our model. Individuals possibly attribute their decreased level of proactive behavior to supervisors' abusive behaviors. Therefore, a longitudinal research design is required to provide stable evidence of causality (Fedor, Rensvold, & Adam, 1992).

Second, as the data of the current study was collected in one single IT corporation in one city of mainland China (i.e. Shanghai), we cannot ensure that our findings can represent other types of organizations or cultural settings. However, Shanghai is becoming an international metropolis and the economic and cultural center of East Asia (Schlevogt, 2001). Thus, the model we developed in the context of Shanghai may be generalizable to other international cultures. Even so, we recommend that further research should examine our proposed relationships in various organizations and cultural contexts to test their generalizability and to explain any differences that may emerge.

A final limitation is that we only examined one moderator (i.e. gender) of the abusive supervision-proactive behavior relationship. However, in the study of Ng et al. (2012), subordinates' personal characteristics (such as conscientiousness and agreeableness) and situational factors (such as coworker support and work unit structure) were proved to moderate the relationship between abusive supervision and work outcomes. Therefore, a potential avenue for future research is to explore other boundary conditions of the model proposed in the current research.

6. Conclusion

Our research provides the first test of the social identity theory to interpret the abusive supervision-proactive behavior relationship and also examines the moderating effect of gender on this relationship. The findings indicate that subordinates' perceived insider status is influenced by the interactive effect of abusive supervision and subordinate's gender. Female subordinates react more strongly to abusive supervision, which significantly decreases their perceived insider status and organizational commitment and results in less proactive behavior by subordinates.

References

Allen, N. J., & Meyer, J. P. 1990. The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology,* 63: 1-18.

Armstrong-Stassen, M., & Schlosser, F. 2011. Perceived organizational membership and the retention of older workers. *Journal of Organizational Behavior,* 32: 319-344.

Aryee, S., Chen, Z. X., Sun, L. Y., & Debrah, Y. A. 2007. Antecedents and outcomes of abusive supervision: test of a trickle-down model. *Journal of Applied Psychology,* 92: 191-201.

Brislin, R. W. 1986. The wording and translation of research instrument. In J. W. B. W. J. Lonner (Ed.), *Field methods in cross-cultural research*: 137-164: Beverly Hills, CA: Sage.

Cook, E. P. 1993. The gendered context of life: Implications for women's and men's career-life plans. *Career Development Quarterly,* 41: 227-237.

Eisenberger, R., Karagonlar, G., Stinglhamber, F., Neves, P., Becker, T. E., Gonzalez-Morales, M. G., & Steiger-Mueller, M. 2010. Leader-member exchange and affective organizational commitment: The contribution of supervisor's organizational embodiment. *Journal of Applied Psychology,* 95: 1085-1103.

Fedor, D. B., Rensvold, R. B., & Adam, S. M. 1992. An investigation of factors expected to affect feedback seeking: A longitudinal field study. *Personnel Psychology,* 45: 779-802.

Hempel, P. S., Zhang, Z. X., & Han, Y. 2009. Team empowerment and the organizational context: Decentralization and the contrasting effects of formalization. *Journal of Management,* 38: 475-501.

Huo, Y., Lam, W., & Chen, Z. 2012. Am I the only one this supervisor is laughing at? Effects of aggressive humor on employee strain and addictive behaviors. *Personnel Psychology,* 65: 859-885.

Iwasaki, Y., MacKay, K. J., & Ristock, J. 2004. Gender-based analyses of stress among professional managers: An exploratory qualitative study. *International Journal of Stress Management,* 11: 56-79.

Johnson, R. E., & Yang, L.-Q. 2010. Commitment and motivation at work: The relevance of employee identity and regulatory focus. *Academy of Management Review,* 35: 226-245.

Lian, H., Ferris, D. L., & Brown, D. J. 2012. Does power distance exacerbate or mitigate the effects of abusive supervision? It depends on the outcome. *Journal of Applied Psychology,* 97: 107-123.

Maki, N., Moore, S., Grunberg, L., & Greenberg, E. 2005. The responses of male and female managers to workplace stress and downsizing. *North American Journal of Psychology,* 7: 295-312.

Mathieu, J. E., & Zajac, D. M. 1990. A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin,* 108: 171-194.

Mcdonald, M. L., & Westphal, J. D. 2011. My Brother's Keeper? CEO Identification with the Corporate Elite, Social Support among CEOS, and Leader Effectiveness. *Academy of Management Journal,* Vol. 54: 661-693.

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. 2002. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior,* 61: 20-52.

Nelson, A., & Brown, C. D. 2012. *The gender communication handbook: Conquering conversational collisions between men and women.* Pfeiffer.

Ng, S. B. C., Chen, Z. X., & Aryee, S. 2012. Abusive supervision in Chinese work settings. In X. Huang, & M. H. Bond (Eds.), *Handbook of Chinese Organizational Behavior: Integrating Theory, Research and Practice*: 164-183. UK: Edward Elgar Publishing Limited.

Parker, S. K., Bindl, U. K., & Strauss, K. 2010. Making things happen: A model of proactive motivation. *Journal of Management,* 36: 827-856.

Parker, S. K., & Collins, C. G. 2010. Taking stock: Integrating and differentiating multiple proactive behaviors. *Journal of Management,* 36: 633-662.

Schlevogt, K. A. 2001. Institutional and organizational factors affecting effectiveness: Geoeconomic comparison between Shanghai and Beijing. *Asia Pacific Journal of Management,* 18: 519-551.

Scott, S. G., & Bruce, R. A. 1994. Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal,* 37: 580-607.

Sluss, D. M., Ployhart, R. E., Cobb, M. G., & Ashforth, B. E. 2012. Generalizing newcomers' relational and organizational identifications: Processes and prototypicality. *Academy of Management Journal,* 55: 949-975.

Stamper, C. L., & Masterson, S. S. 2002. Insider or outsider? How employee perceptions of insider status affect their work behavior. *Journal of Organizational Behavior,* 23: 875-894.

Strauss, K., Griffin, M. A., & Rafferty, A. E. 2009. Proactivity directed toward the team and organization: The role of leadership, commitment and role-breadth self-efficacy. *British Journal of Management,* 20: 279-291.

Tajfel, H., & Turner, J. C. 1985. The social identity theory of intergroup behavior. In S. Worchel, & W. G. Austin (Eds.), *Psychology of intergroup relations*, 2nd ed.: 7-24. Chicago: Nelson-Hall.

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

Tepper, B. J. 2007. Abusive supervision in work organizations: Review, synthesis, and research agenda. *Journal of Management,* 33: 261-289.

Tepper, B. J., Duffy, M., Henle, C., & Lambert, L. S. 2006. Procedural injustice, victim precipitation, and abusive supervision. *Personnel Psychology,* 59: 101-123.