Chapter 3
The Effects of Mistreating Management Variability on Work Attitudes and Behaviors

Fakhraddin Maroofi
University of Kurdistan Sanandaj, Iran

Fatemeh Kahrarian
Islamic Azad University Kermanshah, Iran

ABSTRACT

The finding of this research indicates that individuals in a work unit are likely to develop negative attitudes and engage in deviate behaviors in response to a manager who is more mistreating toward some unit members but not toward others. These effects were found to be strong after explaining for each individual's personal experience of misuse from the manager. The findings are significant because they highlight the importance of mistreating management variability as a distinct unit-level construct. In sum, the findings highlight the importance of examining mistreating management at both the individual and unit levels of analyzes. This research shows that, in a work unit, non-targeted members are caused some of these negative outcomes because they are the unfair interpersonal treatment of others. Organizations should educate managers on how contradictory interpersonal treatment of subordinates impacts the fairness of the work unit and the negative implication on both targeted and non-targeted subordinates.

INTRODUCTION

Organizational researchers have important attention to harmful behaviors performed by individuals who hold positions of authority within organizations (Tepper, Duffy, Henle, & Lambert, 2006). Research on mistreating management (Tepper, 2000) has grown rapidly over the years. Mistreating management refers to "subordinates' which managers engage in the sustained display of unfriendly verbal and nonverbal behaviors" (Tepper, 2000, p. 178). Research shows that mistreating management can be harmful to an organization and its employees which decreased employee obligation, job performance, organizational citizenship behaviors, and depression, (Harris, et al, 2011; Tepper, 2000, 2007). To date, the majority

of research on mistreating management has been referred to the individual level (Harris et al., 2011; Tepper et al., 2006). Tepper's (2000) imply that behaviors that employees believe mistreating may be perceived differently by another employee. Martinko, et al, (2011) expanded this outlook by suggesting that mistreating management may be implied as a function of both a subordinate's characteristic of perceptions and clear mistreating behaviors on the part of the manager. Mistreating management conceived as a common phenomenon to the extent that individuals experience and observe the manager engaging in mistreating behaviors toward members of the unit. Bamberger and Bacharach (2006) found that unit-level mistreating management measured by collecting other unit members' ratings of mistreating management was negatively related to individual problems. This shows that there is an observable constituent of mistreating management that is commonly perceived by others. Researchers have linked unit-level mistreating management to outcomes (Mawritz, et al, 2012) such as unit-level counter productivity and workgroup abnormality. Despite these findings, however, there has been limited growth in the development on mistreating management. The purpose of this research shows this gap in the literature. This study tests the outcomes of a scattering regarding the model of unit-level mistreating management on employee attitudes and behaviors. Also, this research tests the incremental effects of unit-level mistreating management on employee attitudes. The main hypotheses are summarized in Figure 1.

The present research contributes the literature on unit-level mistreating management in a number of ways. First, this study extends past research by testing the relevance of a scattering regarding conceptuality of unit-level mistreating management. This conceptuality is showing that mistreating managers tend to be selective about the targets of their misuse (Tepper, Moss, & Duffy, 2011; Tepper et al., 2006). Tepper et al. (2006) found that managers were more mistreating toward subordinates. Tepper et al. (2011) showed that managers were mistreating toward subordinates that they perceived to be different to them on deep-level attributes (e.g., values), and this was mediated by perceived relationship-oriented conflict. Therefore, these relationships were observed only by subordinates who have low job performance (Tepper et al., 2011). Harris et al. (2011) have also found that managers mistreating subordinates with whom they have poor quality relationships with (i.e., low-quality leader–member exchange (LMX)) and individuals who have related with low performance (Liden, Wayne, & Stilwell, 1993). The evidence

Figure 1. Hypothesized model (Babatunde, 2013)

57
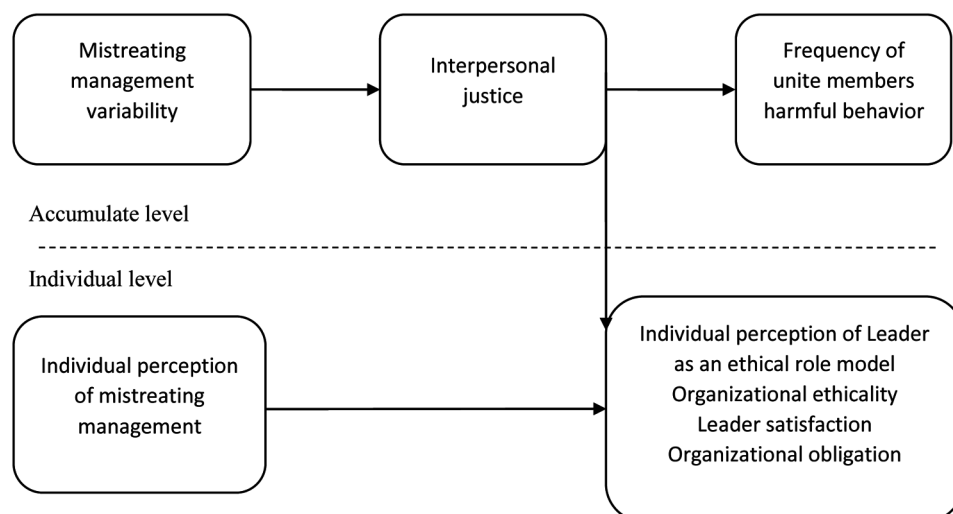
24 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/the-effects-of-mistreating-management-variability-on-work-attitudes-and-behaviors/150373

Related Content

Stress Amongst Private University Students in Malaysia: Do Personality Differences Matter?
Seong-Yuen Toh, Shehnaz Tehseen, Ali B. Mahmoud, Jason B. Cheokand Ranita Kaur (2022).
International Journal of Public Sociology and Sociotherapy (pp. 1-16).
www.irma-international.org/article/stress-amongst-private-university-students-in-malaysia/292014

Developing Cultural Competence in an Occupational Therapy Program in a Border Institution in South Texas
Criselda Garciaand Roel Garcia (2021). *Designing Culturally Competent Programming for PK-20 Classrooms (pp. 138-157).*
www.irma-international.org/chapter/developing-cultural-competence-in-an-occupational-therapy-program-in-a-border-institution-in-south-texas/263995

Thwarting or Embodying Model Minority Stereotypes: An Alternative Look at Adjustment of Asian International Students in American Higher Education
Eunyoung Kimand Katherine C. Aquino (2015). *Modern Societal Impacts of the Model Minority Stereotype (pp. 155-184).*
www.irma-international.org/chapter/thwarting-or-embodying-model-minority-stereotypes/123901

Intangible Benefits of Self-Help Micro-Credit in Conflict Mitigation and Peace Building: Qualitative Evidence and Lessons From Conflict Zone of Doda District of Jammu and Kashmir, India
Falendra Kumar Sudan (2019). *Examining the Social and Economic Impacts of Conflict-Induced Migration (pp. 147-196).*
www.irma-international.org/chapter/intangible-benefits-of-self-help-micro-credit-in-conflict-mitigation-and-peace-building/227796

Adult Literacy Programme for Poverty Reduction: A Citizenry Approach
Neeta Baporikarand Martha Namufohamba (2020). *International Journal of Political Activism and Engagement (pp. 30-55).*
www.irma-international.org/article/adult-literacy-programme-for-poverty-reduction/258306