Chapter 52
The Effects of Mistreating Management Variability on Work Attitudes and Behaviors

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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.

Figure 1. Hypothesized model (Babatunde, 2013)
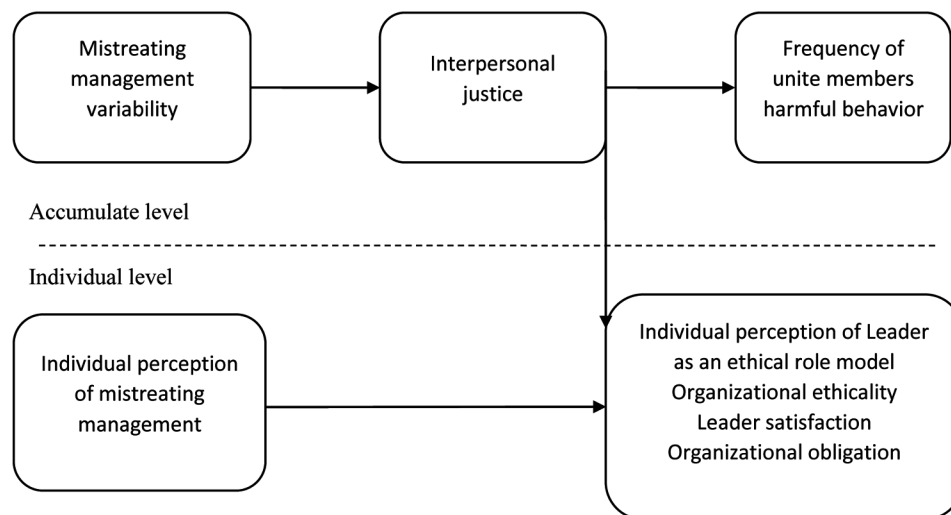
The present research contributes the literature on unit-level mistreating management in a number of ways. First, this study extends past research by testing the relevance of a scattering regarding conceptuality of unit-level mistreating management. This conceptuality is showing that mistreating managers 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 con-

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