Supplementary Data

1. **Conceptual classification of the study variables**

|  |  |
| --- | --- |
| **Variable** | **Definition** |
| ***Ability/skills*** |  |
| *Political skill (PL)* | PL refer to “the ability to effectively understand others at work, and to use such knowledge to influence others to act in ways that enhance one’s personal and/or organizational objectives” (Ahearn et al., 2004:311). |
| ***Job Characteristics*** |  |
| *Job autonomy (JA)* | JA means “the degree to which employees can control and decide on their own methods of work, work arrangements, and work standards” (Breaugh, 1985:556). |
| ***Dispositional variables*** |  |
| *Careerism* | Careerism refers to “the propensity to pursue career advancement through non-performance-based means” (Feldman & Weitz, 1991:238). |
| *Turnover intention (TI)* | TI means “a conscious and deliberate willfulness to leave the organization” (Tett & Meyer, 1993:262). |
| *Moral disengagement (MD)* | MD refers to “a conglomeration of self-regulatory processes that allow people to act unethical without feeling bad” (Knoll et al., 2016:65). |
| ***Emotions/moods/***  ***feelings*** |  |
| *Citizenship pressure (CP)* | CP refers to “a specific job demand in which an employee feels pressured to perform OCBs” (Bolino et al., 2010:836). |
| *Anger toward organization (ATO)* | *ATO* means “extreme displeasure, hostility, indignation, or exasperation toward someone or something” (Berube, 1985:109). |
| *Equity sensitivity (ES)* | ES states that “individuals subscribe to the norm of equity and feel distress when either overrewarded or under rewarded” (Huseman et al., 1987:225). |
| *Job stress (JS)* | JS refers to “a particular individual’s awareness or feeling of personal dysfunction as a result of perceived conditions or happenings in the work setting” (Parker & Decotiis, 1983:161). |
| *Negative affect (NA)* | NA means “a general dimension of subjective distress and unpleasurable engagement that subsumes a variety of aversive mood states, including anger, contempt, disgust, guilt, fear, and nervousness” (Watson et al., 1988:1063). |
| *Work alienation (WI)* | WI refers to “a state (or feeling) in which the job is external to the individual” (Sarros et al., 2002:287). |
| ***Perceptions*** |  |
| *Abusive supervision (AS)* | AS refers to “subordinates’ perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact” (Tepper, 2000:178). |
| *Climate for innovation (CFI)* | CFI states “a multi-dimensional context which includes the intention to be innovative, the infrastructure to support innovation, operational level behaviors necessary to influence a market and value orientation, and the environment to implement innovation” (Dobni, 2008:540). |
| Distributive justice (DJ) | DJ refers to “the fairness of rewards (or punishments)” (Alexander & Ruderman, 1987:177). |
| *Felt obligation (FO)* | FO means “a prescriptive belief regarding whether one should care about the organization’s well-being and should help the organization reach its goals” (Eisenberger et al., 2001:42). |
| *Feeling trusted (FT)* | FT states that “a leader’s humble behaviors become useful behavioral cues for the employee that he or she is perceived as trust-worthy (e.g., competent, and benevolent) by the leader” (Cho et al., 2021:172). |
| *Interactional justice (IJ)* | IJ refers to “the interpersonal treatment they receive at the hands of organizational decision makers” (Cropanzano et al., 2002:325). |
| *Leader-member exchange (LMX)* | LMX describes “the tendency of managers to develop different types of relationships with their employees, leading to the use of different management styles depending on the employee” (Liden et al., 1997). |
| *Organizational identification (OI)* | OI states “a perceived oneness with an organization and the experience of the organization’s successes and failures as one’s own” (Mael & Ashforth, 1992:103). |
| *Organizational-based self-esteem (OBSE)* | OBSE refers to “the degree to which employees perceive themselves as important, meaningful, effectual and worthwhile within their employing organization” (Pierce et al., 1989:643). |
| *Psychological safety (PS)* | PS describes “people’s perceptions of the consequences of taking interpersonal risks in a particular context such as a workplace” (Edmondson & Lei, 2014:23). |
| *P-O fit* | P-O fit states “the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (Kristof, 1996:4). |
| *Work-family conflict (WFC)* | WFC means “one type of interrole conflict in which role pressures from the work and family domains involve some level of mutual incompatibility” (Nielson et al., 2001:366). |
| ***Attitudes*** |  |
| *Job satisfaction (JS)* | JS means “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969:316). |
| *Burnout* | Burnout refers to “an internal and psychological experience involving feelings, attitudes, motives, and expectations; and that it is a negative experience for the individual, in that it concerns problems, distress, discomfort, dysfunction, and/or negative consequences” (Maslach et al., 2009:89). |
| *Trust in supervisor (TS)* | TS means “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party” (Mayer et al., 1995:712). |
| *Organizational commitment (OCo)* | OCo states “a psychological state that (a) characterizes the employee’s relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization” (Meyer & Allen, 1991:67). |
| *Organizational cynicism (OCy)* | OCy refers to “a negative attitude toward one’s employing organization, comprising three dimensions: (1) a belief that the organization lacks integrity; (2) negative affect toward the organization; and (3) tendencies to disparaging and critical behaviors toward the organization that are consistent with these beliefs and affect” (Dean et al., 1998:345). |
| ***Behaviors/outcomes*** |  |
| *Counterproductive workplace behavior (CWB)* | CWB states “any intentional behavior on the part of an organizational member viewed by the organization as contrary to its legitimate interests” (Sackett, 2002:5). |
| *Employee silence (ES)* | ES defines “a person’s withholding of genuine expression about behavioral, cognitive and/or affective evaluations of organizational circumstances to persons perceived capable of effecting change or redress” (Harlos, 2016:346). |
| Creating f*acades of conformity (CFC)* | CFC refers to “a move from one’s position to a contradictory behavior or belief as a result of real or imagined group pressure” (Hewlin, 2009:728). |
| *Job performance (JP)* | JP states “the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a specified time period” (Motowidlo & Kell, 2012:39). |
| *Organizational citizenship behavior (OCB)* | OCB refers to “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate promotes the effective functioning of the organization” (Organ, 1988:4). |
| *Social loafing (SL)* | SL defines “the reduction in motivation and effort when individuals work collectively compared with when they work individually and coactively” (Karau & Williams, 1993:681). |
| ***Chinese Culture*** |  |
| *Chinese traditionality (CT)* | CT states “an individual’s endorsement of hierarchical role relationships as defined by the five cardinal relationships (called wu-lun) in Confucianism (i.e., emperor-subject, father-son, husband-wife, older brother-younger brother, and friend-friend), reflecting the cultural dimension of employees’ submission to authority” (Wang et al., 2010:150). |
| *Supervisor-subordinate guanxi (SSG)* | SSG refers to “a personal relationship between a supervisor and a subordinate developed largely from nonwork related social interactions that might extend into the workplace” (Guan & Frenkel, 2019:1753). |

## 2 - Included Studies Summary

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Author/Year** | **Country** | **Sample Size** | **Sector** | **Type** | **Study Design** | **Outliers Management** | **Scale** | **Reliability (α)** |
| Ahmadian et al. (2017) | Turkey | 635 | Accommodation | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.940 |
| Alkan (2015) | Turkey | 170 | Finance | Unpublished | Cross-sectional | No | Organ and Konovsky, 1989, 1996; Bolino et.al, 2010 Vigoda-Gadot, 2007 | 0.943 |
| Bashir et al. (2019) | Pakistan | 368 | University | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.880 |
| Can & Begenirbas (2020) | Turkey | 175 | Academicians & Teachers | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.892 |
| Che (2015) | USA | 71 | Registered nurses | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.700 |
| Chen & Gao (2020) | China | 298 | Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.652 |
| Chen et al. (2021) | China | 505 | High-tech  enterprises | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.800 |
| Coban (2021) | Turkey | 305 | Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.918 |
| Dogan (2019) | Turkey | 278 | Employees | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.901 |
| Gizlier (2018) | Turkey | 334 | Service sector | Unpublished | Longitudinal | Yes | Vigoda-Gadot, 2007 | 0.910 |
| Guarino (2016) | USA | 147 | NA | Unpublished | Longitudinal | Yes | Vigoda-Gadot, 2007 | 0.960 |
| Gursoy & Koksal (2018) | Turkey | 192 | Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.741 |
| He et al. (2018) | China | 242 | Manufacturing | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.800 |
| He et al. (2020) | China | 251 | Manufacturing | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.790 |
| He et al. (2019) | China | 293 | Manufacturing | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.770 |
| Jin & Hahm (2019) | China | 175 | IT workers | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.940 |
| Kerse et al. (2019) | Turkey | 104 | Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.964 |
| Kocak (2018) | Turkey | 297 | Manufacturing Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.930 |
| Koksal (2020) | Turkey | 227 | Hotel employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.947 |
| Liang (2022) | Taiwan | 356 | Retail and distribution corporation | Published | Longitudinial | No | Vigoda-Gadot, 2007 | 0.830 |
| Liang et al. (2022) | Taiwan | 655 | Banking | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.830 |
| Peng & Zhao (2011) | China | 450 | Supervisor - subordinates | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.835 |
| Pradhan & Gupta (2021) | India | 188 | NA | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.903 |
| Selcuk (2017) | Turkey | 191 | Nurses | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.805 |
| Shu et al. (2018) | Taiwan | 237 | Manufacturing, service  and finance | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.890 |
| Su et al. (2021) | China | 525 | Manufacturing | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.856 |
| Surucu (2019) | KKTC | 302 | Hotel employees | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.880 |
| **Author/Year** | **Country** | **Sample Size** | **Sector** | **Type** | **Study Design** | **Outliers Management** | **Scale** | **Reliability (α)** |
| Tabuk (2016) | Turkey | 301 | Academicians | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.870 |
| Telli (2021) | Turkey | 374 | White-collar workers | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.830 |
| Topcu et al. (2017) | Turkey | 138 | Employees | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.834 |
| Tuzgel (2021) | Turkey | 385 | Employees | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.895 |
| Unaldi Baydin et al. (2020) | Turkey | 569 | Hospital | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.860 |
| Vigoda-Gadot (2007) | Israel | 206 | Education | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.840 |
| Wang & Huang (2019) | China | 509 | Healthcare-nurses | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.958 |
| Wang & Huang (2019) | China | 349 | Hotel employees | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.834 |
| Watters (2012) | UK | 119 | Banking | Unpublished | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.850 |
| Wu et al. (2018) | China | 324 | NA | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.880 |
| Yakin & Sokmen (2018) | Turkey | 160 | Employees | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.910 |
| Yildiz & Ayaz Arda (2018) | Turkey | 330 | Bankers | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.760 |
| Yildiz & Elibol (2021) | Turkey | 264 | Nurses | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.880 |
| Liu et al. (2017) | China | 312 | NA | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.870 |
| Zhao et al. (2013) | China | 434 | Service | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.940 |
| Zhao et al. (2014) | China | 388 | NA | Published | Longitudinal | No | Vigoda-Gadot, 2007 | 0.870 |
| Bozdogan (2022) | Turkey | 432 | Textile | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.930 |
| Celik & Ongel (2022) | Turkey | 398 | University | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.890 |
| Coban (2022) | Turkey | 361 | Retail and distribution corporation | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.917 |
| Eivazzadeh & Nadiri (2022) | Iran | 925 | University | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.842 |
| He et al. (2022) | China | 227 | NA | Published | Longitudinal | Yes | Vigoda-Gadot, 2007 | 0.874 |
| Hung et al. (2022) | Taiwan | 393 | Hotel employees | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | NA |
| Lin & Chi (2022) | Taiwan | 276 | NA | Published | Longitudinal | Yes | Vigoda-Gadot, 2007 | 0.870 |
| Sajuyigbe et al. (2022) | Nigeria | 420 | University | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.812 |
| Zuo (2022) | China | 312 | NA | Unpublished | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.903 |
| Liu et al. (2019) | China | 298 | NA | Published | Cross-sectional | No | Vigoda-Gadot, 2007 | 0.740 |
| Yildiz et al. (2022) | Turkey | 294 | Healthcare-nurses | Published | Cross-sectional | Yes | Vigoda-Gadot, 2007 | 0.910 |

## 3 - Included Studies by Variables

|  |  |  |
| --- | --- | --- |
| ***Variable*** | ***k*** | ***Studies*** |
| *Dispositional variables* |  |  |
| Turnover Intention | 12 | Ahmadian et al., 2017; Can & Begenirbas, 2020; Celik & Ongel, 2022; Eivazzadeh & Nadiri, 2022; Gizlier, 2018; Jin & Hahm, 2019; Sajuyigbe et al., 2022; Selcuk, 2017; Tabuk, 2016; Vigoda-Gadot, 2007; Yildiz & Ayaz, 2018; Yildiz & Elibol, 2021 |
| Moral Disengagement | 3 | He et al., 2019; Su et al., 2021; Yildiz et al., 2021 |
| Careerism | 3 | Doğan, 2019; Gizlier, 2018; Yıldız & Ayaz Arda, 2018 |
| *Ability/Skill* |  |  |
| *Political Skill* | 2 | Chen & Gao, 2020; Shu et al., 2018 |
| *Job design* |  |  |
| Job Autonomy | 2 | Liu et al., 2017; Vigoda-Gadot, 2007 |
| *Perceptions* |  |  |
| Felt Obligation | 2 | Wang & Huang, 2019; Wang & Huang, 2019 |
| Work-Family Conflict | 4 | Chen et al., 2021; Koksal, 2020; Liu et al., 2017; Pradhan & Gupta, 2021 |
| Org. Based Self Esteem | 2 | Wang & Huang, 2019; Wang & Huang, 2019 |
| Abusive Supervision | 4 | Dogan, 2019; Pradhan & Gupta, 2021; Wang & Huang, 2019; Zhao et al., 2013 |
| Feeling Trusted | 2 | Wang & Huang, 2019; Wang & Huang, 2019 |
| Person-Organization Fit | 2 | Kocak, 2018; Tabuk, 2016 |
| Leader-Member Exchange | 6 | Celik & Ongel, 2022; Gursoy & Koksal, 2018; Kocak, 2018; Lin & Chi, 2022; Surucu, 2019; Tuzgel, 2021 |
| Psychological Safety | 3 | Alkan, 2015; Eivazzadeh & Nadiri, 2022; Zhao et al., 2013 |
| Organizational Identification | 3 | He et al., 2018; Tuzgel, 2021; Zhao et al., 2014 |
| Climate for Innovation | 3 | Ahmadian et al., 2017; Surucu, 2019; Vigoda-Gadot, 2007 |
| Distributive Justice | 2 | Eivazzadeh & Nadiri, 2022; Guarino, 2016 |
| Interactional Justice | 2 | Eivazzadeh & Nadiri, 2022; Zhao et al., 2014 |
| *Attitudes* |  |  |
| Organizational Cynicism | 4 | Coban, 2021; Coban, 2022; Topcu et al., 2017; Yakin & Sokmen, 2018 |
| Burnout | 10 | Ahmadian et al., 2017; Bozdogan, 2022; Che, 2015; He et al., 2018; Jin & Hahm, 2019; Liang et al., 2022; Pradhan & Gupta, 2021; Su et al., 2021; Tabuk, 2016; Vigoda-Gadot, 2007 |
| Trust in Supervisor | 2 | Wang & Huang, 2019; Wang & Huang, 2019 |
| Job Satisfaction | 6 | Che, 2015; Kerse et al., 2019; Topcu et al., 2017; Vigoda-Gadot, 2007; Watters, 2012; Zuo, 2022 |
| Organizational Commitment | 3 | Che, 2015; Peng & Zhao, 2011; Telli, 2021 |
| *Behaviors/Outcomes* |  |  |
| Employee Silence | 2 | He et al., 2018; Su et al., 2021 |
| CWB | 3 | Guarino, 2016; Su et al., 2021; Zuo, 2022 |
| Facades of Conformity | 2 | Liang, 2022; Liang et al., 2022 |
| Social Loafing | 3 | Gizlier, 2018; Yakin & Sokmen, 2018; Yildiz & Elibol, 2021 |
| OCB | 5 | Lin & Chi, 2022; Vigoda-Gadot, 2007; Wang & Huang, 2019; Wang & Huang, 2019; Zhao et al., 2014 |
| Job Performance | 4 | Ahmadian et al., 2017; Hung et al., 2022; Topcu et al., 2017; Zuo, 2022 |
| *Feelings/ Emotions* |  |  |
| Work Alienation | 2 | Tabuk, 2016; Tuzgel, 2021 |
| Anger toward organization | 2 | Che, 2015; Yildiz et al., 2022 |
| Citizenship Pressure | 2 | Liang, 2022; Liu et al., 2017 |
| Job Stress | 8 | Ahmadian et al., 2017; Chen et al., 2021; Guarino, 2016; Kerse et al., 2019; Surucu, 2019; Unaldi Baydin et al., 2020; Vigoda-Gadot, 2007; Watters, 2012 |
| Negative Affect | 3 | Bashir et al., 2019; He et al., 2018; He et al., 2020 |
| Equity Sensitivity | 3 | Guarino, 2016; Lin & Chi, 2022; Shu et al., 2018 |
| *Chinese Culture* |  |  |
| Chinese Traditionality | 2 | Peng & Zhao, 2011; Zhao et al., 2013 |
| S-s Guanxi | 2 | He et al., 2019; Wu et al., 2018 |

## 4- Studies included in the meta-analysis and tables but not cited in the text

Ahearn, K. K., Ferris, G. R., Hochwarter, W. A., Douglas, C., & Ammeter, A. P. (2004). Leader political skill and team performance. *Journal of Management*, *30*(3), 309-327. <https://doi.org/10.1016/j.jm.2003.01.004>

Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organizational behavior. *Social Justice Research*, *1*(2), 177-198. <https://doi.org/10.1007/BF01048015>

Berube, M. S. E. (1985). *American heritage dictionary*. Boston: Houghton Mifflin Company.

Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "good soldier" to do? *Journal of Organizational Behavior*, *31*(6), 835-855. <https://doi.org/10.1002/job.635>

Breaugh, J. A. (1985). The measurement of work autonomy. *Human Relations*, *38*(6), 551-570. <https://doi.org/10.1177/001872678503800604>

Cho, J., Schilpzand, P., Huang, L., & Paterson, T. (2021). How and when humble leadership facilitates employee job performance: The roles of feeling trusted and job autonomy. *Journal of Leadership & Organizational Studies*, *28*(2), 169-184. <https://doi.org/10.1177/1548051820979634>

Cropanzano, R., Prehar, C. A., & Chen, P. Y. (2002). Using social exchange theory to distinguish procedural from interactional justice. *Group & Organization Management 27*(3), 324-351. <https://doi.org/10.1177/1059601102027003002>

Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, *23*(2), 341-352. <https://doi.org/10.2307/259378>

Dean, J. W., Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. *Academy of Management Review*, *23*(2), 341-352. https://doi.org/10.2307/259378

Dobni, C. B. (2008). Measuring innovation culture in organizations the development of a generalized innovation culture construct using exploratory factor analysis. *European Journal of Innovation Management*, *11*(4). <https://doi.org/10.1108/14601060810911156>

Edmondson, A. C., & Lei, Z. (2014). Psychological safety: The history, renaissance, and future of an interpersonal construct. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 23-43. <https://doi.org/10.1146/annurev-orgpsych-031413-091305>

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, *86*(1), 42-51. <https://doi.org/10.1037//0021-9010.86.1.42>

Feldman, D. C., & Weitz, B. A. (1991). From the invisible hand to the gladhand: Understanding a careerist orientation to work. *Human Resource Management*, *30*(2), 237-257. <https://doi.org/10.1002/hrm.3930300206>

Guan, X. Y., & Frenkel, S. J. (2019). Explaining supervisor-subordinate guanxi and subordinate performance through a conservation of resources lens. *Human Relations*, *72*(11), 1752-1775. <https://doi.org/10.1177/0018726718813718>

Harlos, K. (2016). Employee silence in the context of unethical behavior at work: A commentary. *German Journal of Human Resource Management*, *30*(3-4), 345-355. <https://doi.org/10.1177/2397002216649856>

Hewlin, P. F. (2009). Wearing the cloak: Antecedents and consequences of creating facades of conformity. *Journal of Applied Psychology*, *94*(3), 727-741. <https://doi.org/10.1037/a0015228>

Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1987). A new perspective on equity theory: The equity sensitivity construct. *Academy of Management Review*, *12*(2), 222-234. <https://doi.org/10.2307/258531>

Karau, S. J., & Williams, K. D. (1993). Social loafing: A meta-analytic review and theoretical integration. *Journal of Personality and Social Psychology*, *65*(4), 681-706. <https://doi.org/10.1037/0022-3514.65.4.681>

Knoll, M., Lord, R. G., Petersen, L. E., & Weigelt, O. (2016). Examining the moral grey zone: The role of moral disengagement, authenticity, and situational strength in predicting unethical managerial behavior. *Journal of Applied Social Psychology*, *46*(1), 65-78. <https://doi.org/10.1111/jasp.12353>

Kristof, A. L. (1996). Person-organization fit: An integrative review of its conceptualizations, measurement, and implications. *Personnel Psychology*, *49*(1), 1-49. <https://doi.org/10.1111/j.1744-6570.1996.tb01790.x>

Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. In I. G. R. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 15, pp. 47-119). Elsevier Science/JAI Press.

Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior & Human Performance*, *4*(4), 309-336. <https://doi.org/10.1016/0030-5073(69)90013-0>

Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior*, *13*(2), 103-123. <https://doi.org/10.1002/job.4030130202>

Maslach, C., Leiter, M., & Schaufeli, W. (2009). Measuring burnout. In *The Oxford Handbook of Organizational well-Being*. Oxford University Press, England. <https://doi.org/10.1093/oxfordhb/9780199211913.003.0005>

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of Management Review*, *20*(3), 709-734. <https://doi.org/10.2307/258792>

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, *1*(1), 61-89. <https://doi.org/10.1016/1053-4822(91)90011-Z>

Motowidlo, S. J., & Kell, H. J. (2012). Deconstructing organizational commitment: Associations among its affective and cognitive components, personality antecedents, and behavioral outcomes. *Journal of Applied Social Psychology*, *42*(1), 213-251. <https://doi.org/10.1111/j.1559-1816.2011.00874.x>

Nielson, T. R., Carlson, D. S., & Lankau, M. J. (2001). The supportive mentor as a means of reducing work-family conflict. *Journal of Vocational Behavior*, *59*(3), 364-381. <https://doi.org/10.1006/jvbe.2001.1806>

Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/D. C. Heath and Com.

Parker, D. F., & Decotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance*, *32*(2), 160-177. <https://doi.org/10.1016/0030-5073(83)90145-9>

Pierce, J. L., Gardner, D. G., Cummings, L. L., & Dunham, R. B. (1989). Organization-based self-esteem - construct definition, measurement, and validation. *Academy of Management Journal*, *32*(3), 622-648. <https://doi.org/10.2307/256437>

Sackett, P. R. (2002). The structure of counterproductive work behaviors: Dimensionality and relationships with facets of job performance. *International Journal of Selection and Assessment*, *10*(1-2), 5-11. <https://doi.org/10.1111/1468-2389.00189>

Sarros, J. C., Tanewski, G. A., Winter, R. P., Santora, J. C., & Densten, I. L. (2002). Work alienation and organizational leadership. *British Journal of Management*, *13*(4), 285-304. <https://doi.org/10.1111/1467-8551.00247>

Tepper, B. J. (2000). Consequences of abusive supervision. *Academy of Management Journal*, *43*(2), 178-190. <https://doi.org/10.2307/1556375>

Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, *46*(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>

Wang, L., Chu, X. P., & Ni, J. (2010). Leader-member exchange and organizational citizenship behavior: A new perspective from perceived insider status and Chinese traditionality. *Frontiers of Literary Studies in China*, *4*(1), 148-169. <https://doi.org/10.1007/s11782-010-0007-1>

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*(6), 1063-1070. <https://doi.org/10.1037/0022-3514.54.6.1063>