



# Journal of Organizational Behavior

VOLUME 38 NUMBER 1 ISSN 0894-3796

WILEY

Discover this journal online at  
**Wiley Online Library**  
[wileyonlinelibrary.com/journal/job](http://wileyonlinelibrary.com/journal/job)

# CONTENTS

## RESEARCH ARTICLES

- 3 On the relationship between intragroup conflict and social capital in teams: A longitudinal investigation in Taiwan  
M.-L. Chang
- 28 Micro-break activities at work to recover from daily work demands  
S. Kim, Y. Park and Q. Niu
- 45 Human resource management systems and work attitudes: The mediating role of future time perspective  
J. Korff, T. Biemann and S. C. Voelpel
- 68 When perceived innovation job requirement increases employee innovative behavior: A sensemaking perspective  
S. J. Shin, F. Yuan and J. Zhou
- 87 Personal need for structure as a boundary condition for humor in leadership  
A. Pundt and L. Venz
- 108 Thriving on challenge stressors? Exploring time pressure and learning demands as antecedents of thriving at work  
R. Prem, S. Ohly, B. Kubicek and C. Korunka
- 124 The Workplace Intergenerational Climate Scale (WICS): A self-report instrument measuring ageism in the workplace  
S. P. King and F. B. Bryant

## THE INCUBATOR

- 152 He thought, she thought: The importance of subjective patterns to understanding team processes  
K. J. Emich and L. Lu

# CONTENTS

The IRIOP Annual Review Issue  
Editors: Paul Harvey and Marie Dasborough

## EDITORIAL

- 159 From IRIOP to the JOB Annual Review: The past and future of a venerable outlet  
P. Harvey and M. Dasborough

## ARTICLES

- 163 Psychological ownership: A review and research agenda  
S. Dawkins, A. W. Tian, A. Newman and A. Martin
- 184 Where there is light, there is dark: A review of the detrimental outcomes of high organizational identification  
S. Conroy, C. A. Henle, L. Shore and S. Stelman
- 204 An accountability account: A review and synthesis of the theoretical and empirical research on felt accountability  
A. T. Hall, D. D. Frink and M. R. Buckley
- 225 The psychological microfoundations of corporate social responsibility: A person-centric systematic review  
J.-P. Gond, A. El Akremi, V. Swaen and N. Babu
- 247 The selection, optimization, and compensation model in the work context: A systematic review and meta-analysis of two decades of research  
D. Moghimi, H. Zacher, S. Scheibe and N. W. Van Yperen
- 276 Harnessing demographic differences in organizations: What moderates the effects of workplace diversity?  
Y. R. F. Guillaume, J. F. Dawson, L. Otaye-Ebede, S. A. Woods and M. A. West

# CONTENTS

## RESEARCH ARTICLES

- 307 Supervisor role overload and frustration as antecedents of abusive supervision: The moderating role of supervisor personality  
G. Eissa and S. W. Lester
- 327 Leadership, followers' mental health and job performance in organizations: A comprehensive meta-analysis from an occupational health perspective  
D. Montano, A. Reeske, F. Franke and J. Hüffmeier
- 351 Exploring the activation dimension of affect in organizations: A focus on trait-level activation, climate-level activation, and work-related outcomes  
H. Ozelik
- 372 The sound of cooperation: Musical influences on cooperative behavior  
K. M. Kniffin, J. Yan, B. Wansink and W. D. Schulze
- 391 The effect of change in supervisor support and job control on change in vigor: Differential relationships for immigrant and native employees in Israel  
A. Hoppe, S. Toker, V. Schachler and M. Ziegler
- 415 Differentiating HR systems' impact: moderating effects of age on the HR system–work outcome association  
J. Korff, T. Biemann and S. C. Voelpel
- 439 Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership  
Y. Dong, K. M. Bartol, Z.-X. Zhang and C. Li

# CONTENTS

## RESEARCH ARTICLES

- 461 Younger supervisors, older subordinates: An organizational-level study of age differences, emotions, and performance  
F. Kunze and J. I. Menges
- 487 Injunctive and descriptive logics during newcomer socialization: The impact on organizational identification, trustworthiness, and self-efficacy  
L. G. E. Smith, N. Gillespie, V. J. Callan, T. W. Fitzsimmons and N. Paulsen
- 512 Managers' practice of managing diversity revealed: A practice-theoretical account  
J. O'Leary and J. Sandberg
- 537 Interactional justice, leader-member exchange, and employee performance: Examining the moderating role of justice differentiation  
W. He, R. Fehr, K. C. Yam, L.-R. Long and P. Hao
- 558 Leadership behaviors and follower performance: Deductive and inductive examination of theoretical rationales and underlying mechanisms  
R. K. Gottfredson and H. Aguinis
- 592 Boundary control and controlled boundaries: Organizational expectations for technology use at the work-family interface  
M. M. Piszczek

## ERRATUM

- 612 Erratum: Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations  
V. Peltokorpi, D. G. Allen and F. Froese

# CONTENTS

## RESEARCHER'S NOTEBOOK

- 615 Best practice recommendations for scale construction in organizational research: The development and initial validation of the Character Strength Inventory (CSI)  
T. A. Wright, J. C. Quick, S. T. Hannah and M. Blake Hargrove

## RESEARCH ARTICLES

- 629 How negative social interactions at work seep into the home: A prosocial and an antisocial pathway  
P. L. Klumb, M. C. Voelkle and S. Siegler
- 650 Transformational leadership and employee voice behavior: A Pygmalion mechanism  
J. Duan, C. Li, Y. Xu and C. Wu
- 671 Intra-individual variability in job complexity over time: Examining the effect of job complexity trajectory on employee job strain  
J. Li, T. C. Burch and T. W. Lee
- 692 The different paths to post-merger identification for employees from high and low status pre-merger organizations  
J. Lipponen, B. Wisse and J. Jetten
- 712 Understanding trust development in negotiations: An interdependent approach  
J. Yao, Z.-X. Zhang and J. M. Brett
- 730 Under what conditions does job control moderate the relationship between time pressure and employee well-being? Investigating the role of match and personal control beliefs  
B. Stiglbauer
- 749 Good marriage at home, creativity at work: Family-work enrichment effect on workplace creativity  
Y. Tang, X. Huang and Y. Wang

# CONTENTS

## RESEARCH ARTICLES

- 923 Whether power holders construe their power as responsibility or opportunity influences their tendency to take advice from others  
F. R. C. De Wit, D. Scheepers, N. Ellemers, K. Sassenberg and A. Scholl
- 950 Post-acquisition integration processes in publicly owned professional service companies: Senior professional behaviour and company performance  
M. E. Pickering
- 977 Getting away from them all: Managing exhaustion from social interaction with telework  
J. B. Windeler, K. M. Chudoba and R. Z. Sundrup
- 996 Bridging the gap between green behavioral intentions and employee green behavior: The role of green psychological climate  
T. A. Norton, H. Zacher, S. L. Parker and N. M. Ashkanasy
- 1016 Work-family conflict and mindfulness: Investigating the effectiveness of a brief training intervention  
K. M. Kiburz, T. D. Allen and K. A. French
- 1038 Using a pattern-oriented approach to study leaders: Implications for burnout and perceived role demand  
K. A. Arnold, C. E. Connelly, I. R. Gellatly, M. M. Walsh and M. J. Withey
- 1057 Targeted workplace incivility: The roles of belongingness, embarrassment, and power  
M. S. Hershcovis, B. Ogunfowora, T. C. Reich and A. M. Christie
- 1076 Isms and schisms: A meta-analysis of the prejudice-discrimination relationship across racism, sexism, and ageism  
K. P. Jones, I. E. Sabat, E. B. King, A. Ahmad, T. C. McCausland and T. Chen
- 1111 The effects of managerial and employee attributions for corporate social responsibility initiatives  
P. A. Vlachos, N. G. Panagopoulos, D. G. Bachrach and F. P. Morgeson
- 1130 Tired of innovations? Learned helplessness and fatigue in the context of continuous streams of innovation implementation  
G. H. Chung, J. N. Choi and J. Du

# CONTENTS

## RESEARCH ARTICLES

- 769 Organization-specific prosocial helping identity: Doing and belonging as the basis of "being fully there"  
S. M. Farmer and L. Van Dyne
- 792 Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions  
C. Knight, M. Patterson and J. Dawson
- 813 Knowledge management behavior and individual creativity: Goal orientations as antecedents and in-group social status as moderating contingency  
Y. W. Rhee and J. N. Choi
- 833 Workplace ostracism and deviant and helping behaviors: The moderating role of 360 degree feedback  
A. C. Peng and W. Zeng
- 856 Does job insecurity threaten who you are? Introducing a social identity perspective to explain well-being and performance consequences of job insecurity  
E. Selenko, A. Mäkikangas and C. B. Stride
- 876 The ripple effect: A spillover model of the detrimental impact of work-family conflict on job success  
S. J. Wayne, G. Lemmon, J. M. Hoobler, G. W. Cheung and M. S. Wilson
- 895 Picture this: A field experiment of the influence of subtle affective stimuli on employee well-being and performance  
X. Hu, Y. Zhan, X. Yao and R. Garden

## THE INCUBATOR

- 917 Little things that count: A call for organizational research on microbusinesses  
A. M. Brawley and C. L. S. Pury



# CONTENTS

## RESEARCH ARTICLES

- 1151 Supervisors' emotional exhaustion and abusive supervision: The moderating roles of perceived subordinate performance and supervisor self-monitoring  
C. K. Lam, F. Walter and X. Huang
- 1167 Loyal rebels? A test of the normative conflict model of constructive deviance  
J. J. Dahling and M. B. Gutworth
- 1183 Why dual leaders will drive innovation: Resolving the exploration and exploitation dilemma with a conservation of resources solution  
S. T. Hunter, L. D. Cushenbery and B. Jayne
- 1196 When expressions of fake emotions elicit negative reactions: The role of observers' dialectical thinking  
I. Hideg and G. A. van Kleef
- 1213 Rested, friendly, and engaged: The role of daily positive collegial interactions at work  
E. McGrath, H. D. Cooper-Thomas, E. Garrosa, A. I. Sanz-Vergel and G. W. Cheung
- 1227 Assessing the not-invented-here syndrome: Development and validation of implicit and explicit measurements  
D. Antons, M. Declerck, K. Diener, I. Koch and F. T. Piller
- 1246 Are two cynics better than one? Toward understanding effects of leader-follower (in-)congruence in social cynicism  
O. A. U. Byza, S. C. Schuh, S. L. Dörr, M. Spörrle and G. W. Maier
- 1260 Congruence work in stigmatized occupations: A managerial lens on employee fit with dirty work  
B. E. Ashforth, G. E. Kreiner, M. A. Clark and M. Fugate
- 1280 How do flexibility i-deals relate to work performance? Exploring the roles of family performance and organizational context  
M. Las Heras, Y. Rofcanin, P. Matthijs Bal and J. Stollberger

# CONTENTS

Special Issue: Micro-Foundations of Sustainability and Organizational Behavior  
Guest Editors: Sir Cary L. Cooper, Peter Stokes, Yipeng Liu and Shlomo Y. Tarba

## EDITORIAL

- 1297 Sustainability and organizational behavior: A microfoundational perspective  
S. C. L. Cooper, P. Stokes, Y. Liu and S. Y. Tarba

## SPECIAL ISSUE ARTICLES

- 1302 Taoist leadership and employee green behaviour:  
A cultural and philosophical microfoundation of sustainability  
Y. Xing and M. Starik
- 1320 MNE microfoundations and routines for building a legitimate  
and sustainable position in emerging markets  
U. Elg, P. N. Ghauri, J. Child and S. Collinson
- 1338 Fifty shades of green: How microfoundations of sustainability dynamic  
capabilities vary across organizational contexts  
K. Strauss, J. Lepoutre and G. Wood
- 1356 Encouraging environmental sustainability through gender:  
A micro-foundational approach using linguistic gender marking  
A. Shoham, T. Almor, S. M. Lee and M. F. Ahammad
- 1380 An organizational ethic of care and employee involvement  
in sustainability-related behaviors: A social identity perspective  
A. Carmeli, S. Brammer, E. Gomes and S. Y. Tarba
- 1396 The microlevel actions undertaken by owner-managers in improving  
the sustainability practices of cultural and creative small and medium  
enterprises: A United Kingdom-Italy comparison  
M. Del Giudice, Z. Khan, M. De Silva, V. Scuotto, F. Caputo  
and E. Carayannis