



## **Master Thesis Human Resource Studies**

# **Status Inconsistency, Organizational Citizenship Behavior and Interpersonal Conflicts**

“Do interpersonal conflicts play a mediating role in the relationship between status inconsistency and organizational citizenship behavior?”

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Course: Human Resource Studies

Theme: Winners and Losers / Conflict Management

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Date: December 2010

## **Abstract**

Status inconsistency is a much discussed topic in the social sciences over the past 60 years. It is regarded as something that influences organizational outcomes. Research indicates that status detraction would negatively influence the in-role behavior of an employee, also called performance. Up until now it has not been examined yet what status inconsistency does with extra-role behavior, also called organizational citizenship behavior. This study examines the relationship between status inconsistency and OCB. Furthermore, a mediating effect of interpersonal conflicts on this relationship is examined. Questionnaires have been handed out within three different companies and 160 respondents filled in this questionnaire. Results indicate that few significant results were found between these variables. Results are discussed and recommendations for future research are given followed by practical implications.

## Introduction

Employees are organizations' most important asset (Paauwe, 2004). Therefore, it is crucial for organizations that employees feel comfortable within their workplace and feel treated fairly. If this is not the case, feelings of frustration can occur but also commitment can decrease (Adams, 1965). Because of the importance of equity within organizations, social class and social status have been interesting research subjects in sociology and psychology (Sampson, 1963). Social status refers to such characteristics as age, gender or level of education, reflecting the roles people play in a given social context and the socially defined opportunities and rewards they may have as a result (Biron & de Reuver, 2010; Bacharach, Bamberger & Mundell, 1993).

Lenski (1954) indicates that skilled workers enjoy greater prestige and status than many other workers. Status is given to individuals on the basis of specific objects, beliefs, expectations and other concepts that are associated with these individuals (Vonk, 2007). In organizations, employees are ranked on diverse social status hierarchies (Bacharach et al, 1993). An individual's position on one status hierarchy might differ from the same individual's ranking on another status hierarchy, called *status inconsistency* (Lenski, 1954; Bacharach et al, 1993). Jackson (1962) made a distinction between two status dimensions, namely the achieved status and the ascribed status. Achieved status describes an individual's rank along dimensions controlled by the organization, like job rank and income level (Biron & de Reuver, 2010). In contrast, ascribed status describes an individual's rank along some dimensions that the individual brings to the organization and that cannot be separated from the individual, such as education or experience level (Biron & de Reuver, 2010). Status inconsistency occurs when the achieved and ascribed status are not in balance (Jackson, 1962). An example of this could be a doctor that earns less than other doctors who did the same education and have the same working experience working in the same hospital. The doctor can experience status inconsistency because he expects to earn the same amount as his colleague doctors with the same education and working experience.

Different scholars have suggested that status inconsistencies results in a variety of problems, such as unsatisfactory social relationships (Lenski, 1954; Zaleznik, Christensen, Roethlisberger & Homans, 1958), rewards out of line with aspirations (Zaleznik et al., 1958) and social ambiguity (Lenski, 1954). The basic problem underlying all these problems is that of conflicting expectations (Jackson, 1962). These conflicting expectations can result in feelings of frustration and uncertainty for the individual that increases psychological stress (Jackson, 1962). Because of the phenomenon of status inconsistency, many researchers have identified the impact of status inconsistency on organizational outcomes such as turnover, performance and communication (Katz, 1982; Pfeffer, 1983; Zenger and Lawrence, 1989). The effects of inconsistent rankings in the workplace have only not been widely explored in organizational behavior (Bacharach and Bamberger, 1992). It seems therefore interesting to explicate the underlying dynamics of this linkage, which can cause problems and changes in behavior.

Both in the past as recently, much of the justice literature has emphasized attitudinal and behavioral outcomes (Adams, 1963; Daly & Geyer, 1995; Zohar, 1995; Weiss et al., 1999; Stamper & van Dyne, 2001). While this is clearly important, it is also critical to look at the impact of discrete emotions in the relationship between justice and behavior and the results of this impact. This is critical because discrete emotions are an explaining mechanism of many problems in organizations. (Weiss, Suckow and Cropanzano, 1999). An example of such a problem can be interpersonal conflicts.

Empirical research (Organ, 1988; Moorman, 1991) suggests that perceptions of fairness are related to *organizational citizenship behavior*, which is also called extra role performance and refers to those activities that contribute to the social and psychological context that supports task performance. Furthermore, Weiss et al. (1999) argue that when employees feel unfairly treated, they tend to have higher levels of conflict which results in lower organizational citizenship behavior. In this respect, it seems interesting to investigate the relationship between different status hierarchies and organizational citizenship behavior and the indirect impact that conflicts can have on this relationship.

When talking about *interpersonal conflicts*, it can be stated that these conflicts mostly involve colleagues. When an employee experiences status inconsistency, he or she feel treated unfairly and feelings of frustration can lead to decreased collaboration with his or her colleagues (Zohar, 1995). An example of this could be when an employee feels that his or her colleague is treated better than he or she is. In this way, a conflict with a colleague can occur. Those conflicts can conclusively lead to decreased organizational citizenship behavior because employees are not prepared to do something extra for the organization anymore (Thomas, Bliese and Jex, 2005). In this way, an indirect effect of interpersonal conflicts between status inconsistency and organizational citizenship behavior is presumable.

The purpose of this paper is therefore to identify in which way status inconsistency influences behavior of the employee, and in particular extra role behavior, also called organizational citizenship behavior. This study also aims to investigate if interpersonal conflicts mediate the relationship between status inconsistency and organizational citizenship behavior. This study will contribute to the organizational justice literature in a way that is supposed to show how inconsistencies in status result in changes in employees organizational citizenship behavior, both directly and indirectly (via interpersonal conflicts). Employers can use the results of this study to participate in fulfilling employees' wishes and increase their extra role performance by responding to these wishes.

Consequently, the following research question can be stated:

*To what extend does the perceived status inconsistency of an employee influence his or her organizational citizenship behavior and to what extend do interpersonal conflicts play a mediating role in this relationship?*

In the theoretical framework a further explanation about the variables; 'status inconsistency', 'organizational citizenship behavior' and 'interpersonal conflicts' will be given. This explanation will result in three hypotheses which are the guidelines of this research.

## Theoretical Framework

### Status Inconsistency

Status inconsistency occurs, as has been mentioned earlier, when the achieved and ascribed status are not in balance. The status inconsistency approach proposes that each person has a unique 'profile' of standings on various distinct status hierarchies. Status inconsistency has therefore been viewed as a characteristic of the individual (Bacharach, Bamberger & Mundell, 1993; Lenski, 1954).

Bacharach et al. (1993) make the distinction between (1) objective status: the organizational conditions faced by an individual and (2) subjective status: the individual's perception of organizational conditions faced by him or herself. Seen from this perspective, one can speak of subjective status inconsistency when the cognitive interpretation of the individual's ranking on an achieved status hierarchy is inconsistent with that same individual's ranking on an ascribed status hierarchy (Lenski, 1954 in Biron & de Reuver, 2010). For example when an employee perceives his or her education as being too high for the function he or she is currently working in. Balance is an important notion with respect to status inconsistency in a way that can be interpreted as an input versus return ratio. In the workplace, previous research on equity confirms that feelings of inequity occur when an individual perceives his or her input/return ratio to be lower than that of referent others (Adams, 1965). Bacharach et al. (1993) and Jackson (1962) refer to inputs and returns as an employee's rank in ascribed and achieved status hierarchies, respectively.

Zurcher and Wilson (1979) have distinguished two processes of status inconsistency which are 'status enhancement' and 'status detracting'. When the achieved status is higher than the ascribed status or seen from the input-return ratio when the returns are higher than the inputs there can be spoken of *status enhancement* (e.g. low education-high occupational position). When the achieved status is lower than the ascribed status, so when the returns are lower than the inputs there can be spoken of *status detracting* (e.g. high education- low occupational position). Status inconsistency can still be considered, and therefore also measured, as one concept but can turn into two different directions which are the above mentioned processes.

Several researchers stated that status detracting can affect persons' attitude and behavior (Lenski, 1954; Jackson, 1962; Starr, 1977). Lenski (1954) argued that status inconsistency is a predictor of attitude and behavior such as organizational behavior.

Adams (1963) found that when a person finds his inputs and outcomes are not in balance in relation to those of others, feelings of inequity result. According to the social comparison theory of Festinger (1954), inequity exists whenever a person perceives his job inputs and/or outcomes as being psychologically in an obverse relation to what he perceives as the inputs and/or outcomes of another person. A feeling of undercompensation can then occur (Adams, 1963).

## Status Inconsistency and Organizational Citizenship Behavior

Although the study of organizational justice has increased markedly in the past few years, little work has focused on the relationship between justice perceptions and extra-role behavior.

In 1977, Organ broadened research on the satisfaction-performance link by suggesting a new type of performance construct: Organizational Citizenship Behavior (OCB). Organizational citizenship behavior is defined as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization (Organ, 1988). A five dimensional model of organizational citizenship behavior includes altruism, courtesy, sportsmanship, conscientiousness and civic virtue (Moorman, 1991). Empirical research (Organ, 1998; Skarlicki & Latham, 1996) suggests that organizational citizenship behavior can be considered in terms of two broad categories: (1) OCB that benefits the organization in general (OCBO), such as volunteering to serve on committees and (2) OCB that is directed primarily at individuals within the organization (OCBI), such as interpersonal helping.

Organ (1988) suggested that the tendency for an individual to engage in OCB is influenced largely by organizational justice, defined as an employee's perception of being treated fairly by the organization and its leaders. Organ (1988) gives two reasons why fairness could predict organizational citizenship behavior. First, Adams (1965) proposed in the equity theory that conditions of unfairness will create tension within a person, which he or she will attempt to resolve. Organ (1988) suggested that OCB could be considered an input for one's equity ratio and that raising or lowering one's level of OCB could be a response to inequity. A second reason why perceptions of fairness could be related to OCB originates from Blau's (1964) definition of differences in social exchange. Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties (Homans, 1958). Social exchange theory posits that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives (Homans, 1958; Blau, 1964). Organ (1988) believed that fairness perceptions may influence OCB by prompting an employee to define his or her relationship with the organization as one of social exchange. Because social exchange exists outside strict contracts, the exchange tends towards ambiguity, allowing for discretionary, social acts by the employee. Therefore, if employees consider themselves in conditions of social exchange, they may be more likely to exhibit OCB.

Jackson (1962) also posits that differences between a person's relative status ranking on different social hierarchies (i.e. status inconsistency) can affect person's behavior. Jackson (1962) stated that status inconsistency is associated with psychological stress, uncertainty and frustration that cause changes in employees' behavior. His findings suggest that the greater the status detracting, the higher the level of strain, which cannot be said of status enhancement.

Bacharach and Bamberger (1992) expect that these feelings of stress, uncertainty and frustrations lead to different work behavior (e.g. decreased performance, decreased commitment). Furthermore, Moorman (1991) suggested that if employees believe they are treated fairly, they will be more likely to hold a positive attitude about their work, their work outcomes, and their managers. Employees who perceive unfairness may reduce the frequency of their citizenship. OCB can therefore be seen as being instrumental for effective organizations. Accordingly, it seems presumable that status detracting affects OCB and the following hypothesis can be stated from this:

H1: The more status detracting perceived by the employee, the lower the organizational citizenship behavior of this employee will be.

### Interpersonal Conflicts as mediating role

Whenever two individuals exchange anything, there is the possibility that one or both of them will feel that the exchange was inequitable (Adams, 1963). Because of contrary expectations, this can result in an interpersonal conflict. An interpersonal conflict can be defined as “an interaction between two persons dependent of each other who notice a contradiction in their goals, values, ideas or activities” (de Reuver, 2003). Perhaps no setting elicits as many forms of interpersonal conflict as does the workplace. Whether interpersonal conflict emerges from personality differences among coworkers, individual rivalries, bullying behavior, free-riding behavior, or differences in the goals of coworkers, conflict in workgroups is a pervasive problem faced by organizations (Thomas et al., 2005).

According to Jehn (1995) interpersonal conflicts can be subdivided in two constructs, namely, emotional conflicts and task related conflicts. An *emotional conflict* can be described as a condition in which group members clash on an interpersonal level, characterized by anger, frustration and other negative feelings (Jehn, 1995). A *task related conflict* is a condition in which group members are not in agreement about task query like: organizational goals, critical decisions and procedures (Jehn, 1995). Jehn and Mannix (2001) later added the term *process conflict* which can be described as a conflict about dividing and delegating responsibilities and deciding how to get work done. More recently, Bendersky and Hays (2010) introduced a new concept, namely *status conflict*. Status conflicts can be defined as disputes over people's relative status positions in their group's social hierarchy. Status conflicts may be particularly detrimental to group performance because they negatively impact information sharing among group members more than other kinds of conflicts do (Bendersky & Hays, 2010).

Vonk (2007) argues that people who see themselves as status inconsistent, experience more conflicts than people who do not see themselves as status inconsistent.

Rubin, Pruitt and Kim (1994) also stated that on the individual level, an unbalanced ratio between input (perceived status) and returns (ascribed status) can lead to the experience of conflict. Edwards and Cooper (1990) argued that conflicts may result when the role obligations associated with one status are incompatible with the role obligations associated with another status.



On the basis of the distributive justice theory of Adams (1965), it could be expected that as the detraction form of status inconsistency increases, individuals will also feel more anger and frustration about the lack of return on the investment and thus feel increased role stress which will result in conflicts. The contested nature of status hierarchies has been documented both theoretically and empirically (Adams, 1965).

Homans (1950) identified different kinds of conflicts that take place in organizational contexts. In this research, a distinction is made between status conflicts, relation conflicts and task conflicts. Cropanzano and Baron (1991) said that the emotion engendered by injustice may contribute to workplace relational conflicts within a team. Injustice can produce stress and frustration which leads to less effective cooperation and implicates emotional stress that can result in interpersonal conflict (Zohar, 1995). Weiss et al. (1999) confirmed this by saying that injustice caused negative affective reactions to colleagues, supervisors and the organization as a whole. Because all kind of conflicts are relevant in a certain way for this research all of them are taken into account into this study; status conflicts, relation conflicts (which consists of emotional and process conflicts) and task conflicts.

Consequently, the following can be assumed:

H2A: The more status detraction perceived by the employee, the more status conflicts there will occur between this employee and his or her colleagues.

H2B: The more status detraction perceived by the employee, the more relation conflicts there will occur between this employee and his or her colleagues.

H2C: The more status detraction perceived by the employee, the more task conflicts there will occur between this employee and his or her colleagues.

The effects of interpersonal conflict undoubtedly impact organizational outcomes (Thomas et al., 2005). Communication, motivation and cooperation are things that can decrease because of conflicts arising (Thomas et al., 2005).

Conflict theory and research has traditionally focused on conflict management strategies, far less attention has been devoted to 'soft' outcomes like commitment and organizational citizenship behavior. There are indications that status inconsistency calls up different emotions (Sprecher, 1986). Emotions are the central mechanisms through which a sense of unfairness (e.g. status detraction) is translated into work behavior (Weiss et al., 1999). Because emotion can be seen as an explaining mechanism of interpersonal conflicts it can lead to changes in a person's behavior.

Stress is associated with conflicts resulting in outcomes such as decreased organizational commitment (Thomas et al, 2005). Because of the above mentioned, it can be assumed that there is a mediation effect of interpersonal conflicts on the relationship between status inconsistency and organizational citizenship behavior.

Employees who believed to be personally treated fairly appeared to be more likely to exhibit citizenship behaviors (Moorman, 1991). Employees who experience conflicts with colleagues and therefore decreased collaboration will firstly decrease their extra role performance, which can be seen as organizational citizenship behavior (Moorman, 1991). So interpersonal conflicts with colleagues can lead to negative behavioral outcomes. When an employee is in conflict with his or her colleague, OCBI will decrease and when an employee is in conflict with his or her manager, OCBO will decrease. Both kinds of OCB can thus decrease when an interpersonal conflict appears within the organization or team.

Status conflicts may induce more competitive behavior than task, relationship or process conflicts do because of their longer-term implications, greater bystander engagement and more distributive outcomes (Bendersky & Hays, 2010).

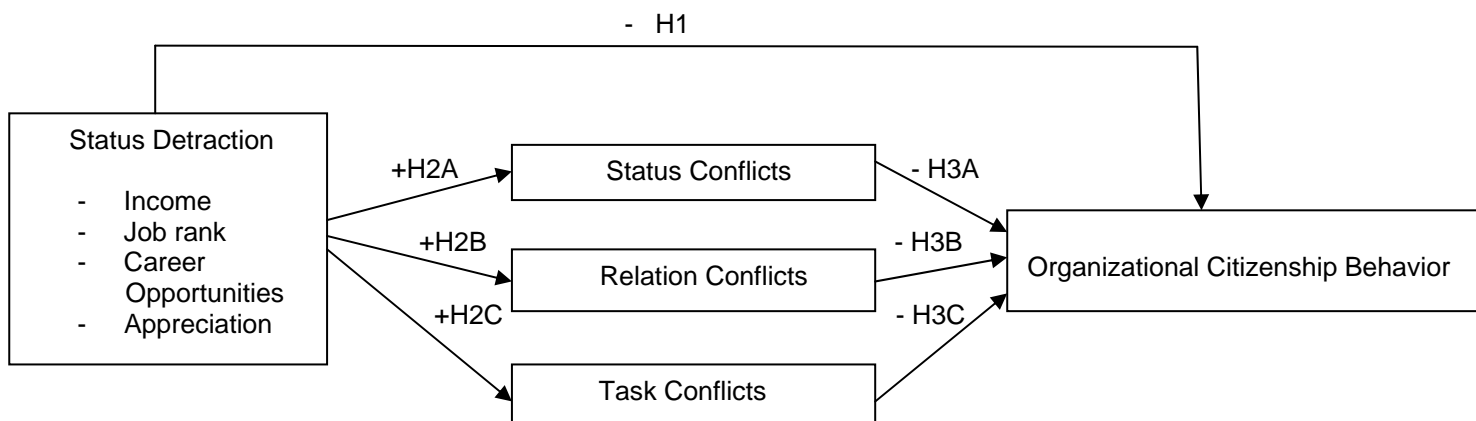
Concerning the above, a third hypothesis can be stated regarding the relationship between conflicts caused by status inconsistency and changes in organizational citizenship behavior;

H3A: The more status conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be.

H3B: The more relation conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be.

H3C: The more task conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be.

Figure 1 Conceptual Model



- Control Variables**
- Age
  - Gender
  - Education
  - Company
  - Work Experience
  - SI Income (Obj)
  - SI Career Opportunities (Obj)

## Method

### Method overview

In order to test the hypotheses, a quantitative study is conducted. Cross sectional research will be conducted, this, because there is only one measurement moment. Development and collection of the questionnaires will be done by the two student/researchers (Evi Bertrums and Yvonne Verheijen).

### Participants

The research sample consisted of 160 respondents. These respondents came from three different organizations from different industries. The first company is Hutten Catering. This company operates in the catering industry and consists of 800 employees. The questionnaire was given to 420 employees and eventually 35 employees cooperated in this research (21,9 % of total respondents). The second company is Bor Transporten. This company operates in the transport industry and consists of 80 employees. 20 employees cooperated in this research (12,5% of total respondents). The third company is Rabobank. This company operates in the banking industry and consists of 190 employees. 105 employees cooperated in this research (65,5% of total respondents). 47,5% of the respondents is male, and 52,5% of the respondents is female. Regarding education, 10% of the respondents followed lower education, 12,5% MAVO, 10,6 % HAVO, 32,5% MBO, 30% HBO and 3,8 % followed University. One value was missing for this variable, which is 0,6%. The mean age of the respondents is 41,2 years and the mean years of working experience of the respondents is 20 years. In the following table the demographic files of the respondents are given.

*Table 1 Demographic files of respondents*

<i>Demographic variable</i>	<i>N</i>	<i>%</i>
<b>Company</b>		
Hutten Catering	35	21,9
Bor Transporten	20	12,5
Rabobank	105	65,6
Total	160	100
<b>Gender</b>		
Men	76	47,5
Women	84	52,5
Total	160	100

**Education**

Primary education	0	0
VMBO, LTS, LEAO	16	10
MAVO, VMBO-T, MULO, MMS	20	12,5
MBO, MTS, MEAO	52	32,5
HAVO, VWO	17	10,6
HBO, HTS, HEAO	48	30
University	6	3,8
Missing	1	0,6
Total	160	100
	<i>Mean</i>	<i>Range</i>
<b>Work Experience</b>	20	0-44
<b>Age</b>	41,2	21-63

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Procedure

Online (Hutten and Rabobank) and written (Bor) questionnaires were distributed for data collection. The questionnaire (both written and online) consisted of 93 questions and contained an introductory letter, in which the subject of the research was presented, instructions were given and confidentiality of the answers was guaranteed. Organizations were approached by the students using their own networks. The response rate was 23,2 %.

Measures

Variables that were measured in this research are 'status inconsistency', 'organizational citizenship behavior' and 'interpersonal conflicts. The instruments used to measure these variables are evaluated by means of factor-analysis (Principal Component Analysis) in order to be able to assign the items to (components of) variables. In principle, factors with an Eigenvalue of more than 1 which presented well in the Scree Plot were considered to be a component of a variable. All correlations were required to score above .3 to be taken into the component. Reliability analysis followed after the factor-analysis.

### *Perceived Status inconsistency*

To test whether individuals experience status inconsistency, Vonk (2007) used the scale created by Van Hoof (2005). This scale is in line with prior research (e.g. Bacharach et al., 1993; Jackson, 1962). Most recently, this scale is used by Biron and de Reuver (2010).

While the scale of de Biron and de Reuver (2010) is more up to date, they only used six items in their research and only took into account two revenue variables, namely, 'income' and 'job rank'. Because of this, the scale used by Vonk (2007) was chosen in this research. This scale fits best with the other variables of this research. Vonk (2007) only made some adjustments to the original scale created by van Hoof (2005). Vonk's scale (2007) consists of 12 items. The scale is divided in three parts, based on three investment variables, namely, 'work experience', 'education level' and 'performance'. Every part consists of four items, based on four revenue variables, namely; 'career opportunities', 'income', 'job rank' and 'appreciation'. Also the structure of the items is adjusted to fit five answering categories ranging from 'low' (1) to 'high' (5). An example of an item of the (adjusted) scale is: 'Given my experience, I consider my income to be...'. To test the hypotheses presented in this paper, a differentiation has to be made with regard to the two opposite poles of the response scales of status inconsistency, namely 'status detracting' and 'status enhancing'. After mirroring, the measurement of status inconsistency in this research results in scores 1 and 2 representing a degree of status enhancement, 3 representing status consistency, and 4 and 5 a degree of status detracting. The factor analysis for status inconsistency was explorative, and Principal Component Analysis was chosen to be used. From the significant Bartlett's test and a KMO-value of .829 it can be stated that the data is suitable for a Principal Factor analysis (PCA). PCA initially showed four components based on the four revenue variables from the theory (career opportunities, income, job rank and appreciation), together explaining 80,2% of the variance. Reliabilities of the scales in Cronbach's coefficient alphas are .84, .86, .85 and .91 for respectively 'career opportunities', 'income', 'job rank' and 'appreciation'.

### *Organizational citizenship behavior*

Organizational citizenship behavior is measured by the scale developed by Podsakoff and MacKenzie (1989, in: Niehoff & Moorman, 1993). This scale consists of 20 items. Answering categories range from 1 = completely disagree to 5 = completely agree (Likert scale). Examples of items are: 'I will help others if they have a lot of work' and 'I follow the rules and regulations of the company, even when I am working alone'. From the significant Bartlett's test ( $p < .05$ ) and a KMO value of .712 it can be stated that this scale is also suitable for Principal Component Analysis. Factor analysis initially showed six components, but after executing reliability analysis none of these components appeared to be reliable. Consequently, the factor analysis was forced to show only one component because this is what the theory stated. The 20 items together eventually explain 22,7 % of the variance. This is considered to be very low but it has been decided to continue with these items in spite of this because the Cronbach's alpha coefficient is .80 and all items scored above .3.

### *Interpersonal conflict*

For the measurement of interpersonal conflict, items of Janssen, Veenstra and Van de Vliert (1996) based on the Intragroup Conflict Scale of Jehn (1995) were used. The instrument of Janssen et al. (1996) contains five items on relationship conflict, and six on task conflict. Together, 11 items. Since both relationship conflicts and task conflicts are taken into account, it is possible to measure the nature of the conflict too with this scale. Previous studies have only measured task and relationship conflicts with above items and therefore may have had limited explanatory power due to noise from unobserved status conflicts. Therefore, four items by Bendersky and Hays (2010) are added, so status conflict will also be taken into account in this study. This scale therefore consists of 15 items in total. An item on relationship conflict is 'When making important decisions, some group members visibly hate each other'. One on task conflict is 'When making important decisions, some group members predominantly have similar views'. An item on status conflict is 'My team members disagreed about the relative value of members' contributions'. Answering categories range from 1 = completely disagree to 5 = completely agree (Likert scale). The significant Bartlett's test and KMO value of .843 show that this scale is suitable for Principal Factor Analysis. Consequently, PCA showed three components based on the three different kinds of conflict from the literature. Relationship conflict has a Cronbach's alpha coefficient of .84, task conflict of .76 and status conflict of .79. Together, they explain 58,5% of the variance.

### Control variables

To exclude the fact that other variables than the above mentioned influence the presumed relationships, six control variables are taken into account in this study. The four demographic variables 'age', 'gender', 'education' and 'work experience' are all measured with one item each. Age was chosen for example because status inconsistencies may become increasingly salient as the worker ages (Wan, 1971). Since only the subjective (perceived) status inconsistency is measured in this study, it is important to also control the objectivity of the variable 'status inconsistency'. Therefore, the fifth control variable that is taken into account in this study is 'objective status inconsistency'. Objective status inconsistency was controlled regarding the revenue variables 'income' and 'career opportunities' using data from the questionnaire. Specifically, for each education level, and every year of experience, the average income was calculated first. The difference between the average income and the individual income was then calculated for each respondent. The same has been done for 'career opportunities'. Correlation coefficients are measured to determine the cohesion of the variables. Consequently, the average of the two values of 'income' was used to generate a single objective income-related status inconsistency score for each respondent.

The average of the two values of 'career opportunities' was used to generate a single objective career opportunities-related status inconsistency score for each respondent.

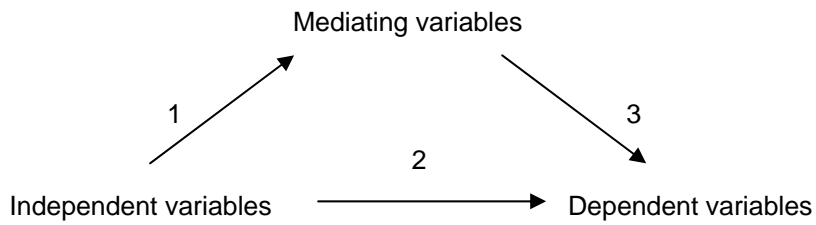
The following can be stated about these scores; higher scores *above zero* indicate more (objective) *status enhancement* and higher scores *below zero* indicate more (objective) *status detracting*. The revenue variables 'job rank' and 'appreciation' were not taken into account because these are variables that cannot be measured objectively.

### Analysis

In this study, not only a direct effect of status inconsistency on OCB is examined, but also a mediating effect of interpersonal conflicts on the relationship between status inconsistency and OCB is examined. As has been mentioned earlier, status inconsistency is the independent variable and OCB is the dependent variable in this research. Interpersonal conflicts are the mediating variable in this relationship. To measure the indirect effect of status inconsistency on OCB via interpersonal conflicts, hierarchical regression analysis is used. This method aims to declare a dependent variable by one or more predictors. With this method it is possible to declare direct effects of the model. In order to measure the mediating effect of interpersonal conflicts, indirect relationships have to be declared also. Path analysis seems to be very suitable to do this. With path analysis, analyses of more regression equations are combined in one path model, so that indirect causal effects can be calculated. To measure the effects between different variables in the model, two regression analyses are conducted. The first hierarchical regression analysis consisted of two consecutive steps. First of all, the effect of the independent variable 'status inconsistency' on the mediating variable 'interpersonal conflicts' is measured. After that, the control variables are added to the model, to determine the effect of status inconsistency and the control variables on interpersonal conflicts. After this regression analysis, a second regression analysis, which consists of three steps, has been conducted. It was started with measuring the effect of the independent variable 'status inconsistency' on the dependent variable 'organizational citizenship behavior' (1). After this, the mediating variable 'interpersonal conflicts' was added to the regression, to determine which effect status inconsistency and interpersonal conflicts have on organizational citizenship behavior (2). Lastly, the control variables were added, so that it could be determined which effect status inconsistency, interpersonal conflicts and the control variables have on organizational citizenship behavior (3). In this way, it could be determined if there was a mediating effect. When there is a significant relationship between status inconsistency and interpersonal conflicts and there is a significant relationship between interpersonal conflicts and organizational citizenship behavior, one can speak of a mediating effect. The relationship between the independent (status inconsistency) and the dependent variable (organizational citizenship behavior) is in this way declared by a mediating variable. According to Mackinnon, Fairchild and Fritz (2007), a variable functions as a mediating variable when the direct effect of the dependent variable on the independent variable does not exist anymore when the mediating variable is added to the regression model.

Impure mediation exists when one can still speak of a direct effect of the dependent variable on the independent variable after the mediating variable is added. With help of the Sobel test, it can be determined whether indirect relationships are significant.

Figure 2 Path model for mediation effect



Independent variable = Status inconsistency

Mediating variable = Interpersonal conflicts

Dependent variable = Organizational citizenship behavior



## Results

### Correlation matrix

The means, standard deviations and correlations of the variables from the conceptual model and the control variables are shown in Table 2.

There are some remarkable facts shown in this table. Only the most important will be mentioned below. One of them is the fact that only SD appreciation correlates significantly positively with all other SD variables (.581, .518, .436). This means, that the level of SD appreciation influences the level of all other SD variables too. Independent variables (in this case the four status detraction variables) are actually not allowed to correlate too much with each other, because if they do, there can be spoken of multicollinearity (De Vocht, 2002). If there are correlations alike or higher than .70 it is advisable to delete one of these variables in the model because in this case of multicollinearity these variables measure the same. Because of this, it is not possible to measure the effect of each variable separately, which can damage the validity of the model (Pallant, 2007). Table 2 does not show any correlations between SD variables that are .70 or higher and because of this, it is not necessary to delete any SD variable.

Another important fact in table 2 is that all status detraction variables have a negative correlation with OCB. However, only two correlations are significant. This means that the more status detraction an employee experiences regarding job rank (-.255) and appreciation (-.261), the less OCB he/she will show.

Regarding conflicts, only relation conflicts do have significant positive correlations with all SD variables (.213, .249, .177 and .238). This means that the more status detraction there is, the more relation conflicts there will occur. The other kind of conflicts also correlate positively with the status detraction variables but are not significant, which means that relation conflicts plays the most important role.

The last remarkable correlation in table 2 is the high correlation between work experience and age (.917). This correlation is declarable however, because when people get older it is presumable that they have more work experience. It had been considered therefore to delete one of these variables but because both variables still declare something else it had been decided to take both of them into the analyses as control variables. The other control variables do not have high mutual correlations, so they can also be taken into the hierarchical regression analysis. Since results can differ among the three companies, the company is also taken into account as a control variable, measured as a dummy variable, but not a token within the correlation matrix. Consequently, there are eight control variables for the analyses, namely, company D1, company D2, gender, education, age, work experience, objective status detraction income and objective status detraction career opportunities.

Table 2 Means, standard deviations and correlations of variables and control variables

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Gender (1) (N=160)	1.52	.50	1													
2. Education (2) (N=160)	5.09	9.60	.090	1												
3. Age (N=160)	41.18	9.90	.213**	.080	1											
4. Work Experience (N=160)	19.81	10.20	-.178*	-.104	.917**	1										
5. OBJ SD Income (3) (N= 159)	4.99	1.52	.369**	-.264**	.276**	-.195*	1									
6. OBJ SD Career Opp. (4) (N=159)	5.03	1.40	-.008	-.078	.078	-.074	.250**	1								
7. SD Income (5) (N= 160)	2.81	.56	-.074	-.056	-.001	.033	.151	.134	1							
8. SD Career Opp. (5) (N=160)	2.92	.67	-.072	-.104	-.175*	.195*	.149	.233**	.347**	1						
9. SD Job Rank (5) (N= 160)	3.23	.59	.107	-.107	-.095	.107	.096	.193*	.376	.382**	1					
10. SD Appreciation (5) (N= 160)	3.11	.64	-.089	-.143	-.090	-.133	.140	.070	.581**	.518**	.436**	1				
11. OCB (6) (N= 158)	4.04	.35	.250**	-.016	-.038	.049	-.053	-.027	-.116	-.143	-.255**	-.261**	1			
12. Status Conflict 5) (N= 160)	2.67	.79	-.042	-.025	.049	.048	.012	-.125	.180*	.083	.130	.266**	-.241**	1		
13. Relation Conflict (5) (N= 160)	3.33	.49	-.062	-.043	-.040	.065	.189*	.094	.213**	.249**	.177*	.238**	-.314**	.340**	1	
14. Task Conflict (5) (N= 160)	4.49	.62	.124	.056	.181*	-.185*	.034	-.008	.095	.015	.016	.129	-.162*	.349**	.273**	1

\*\* = Correlation is significant at the 0.01 level (2-tailed)

\* = Correlation is significant at the 0.05 level (2-tailed)

(1) Men = 1, Woman = 2

(2) Min. score 1, max. score 7

(3) Min. score 0, max. score 9,77

(4) Min. score 0, max. score 9,88

(5) Min. score 1, max. score 5

### Hierarchical regression analysis

The hypotheses of this study will be tested with help of multiple hierarchical regression analyses. Results of these analyses will be interpreted following the dependant variables. When interpreting the regression analyses, the VIF ( $<2.50$ ) and the Tolerance ( $>.40$ ) have to be observed to prevent the problem of multicollinearity. Variables are discussed in the sequence they were analyzed.

#### *Mediating variable: interpersonal conflict*

In Table 3 the results are showed of the hierarchical regression analysis with interpersonal conflict as independent variable. Interpersonal conflict is divided in three sub categories, namely, status conflict, relation conflict and task conflict. Model 1 shows the relationship of the four status inconsistency variables with the three kinds of interpersonal conflict. In model 2 the control variables are added to the model, to see if the predicted effects are still present, if they are included in the same regression analyses.

Table 3 shows that only one significant effect is found. This is the positive effect of SD appreciation on status conflict ( $p < 0.05$ ) in model 1. This effect means that the more status detraction an employee experiences regarding appreciation, the more status conflicts there will occur. There are some other significant effects in the models but those can be rejected because the F-change is not significant. These effects are the positive effect of both age ( $p < 0.01$ ) and work experience ( $p < 0.05$ ) on status conflict and the positive effect of objective SD income ( $<0.05$ ) on relation conflict. It can be concluded that the older the employee gets, the more chance there is for a status conflict to occur, and also the more work experience an employee has the more status conflicts there occur. It can also be concluded that the more objective status detraction there is regarding income, the more relation conflicts there will occur. As has been mentioned before, these effects cannot be accepted because the F-changes are not significant. H2A (the more status detraction perceived by the employee, the more status conflicts there will occur between this employee and his or her colleagues), H2B (the more status detraction perceived by the employee, the more relation conflicts there will occur between this employee and his or her colleagues) and H2C (the more status detraction perceived by the employee, the more task conflicts there will occur between this employee and his or her colleagues) will all be rejected because no significant results are found except the effect of SD appreciation on status conflict.

Eventually, a mediation effect will be expected of interpersonal conflict on the relationship between status inconsistency and OCB. A mediation effect is only reliable if it meets three requirements. This is already discussed in the analysis paragraph of the method chapter. The first step is to look at relationship 1. According to this model, only one kind of status inconsistency is a predictor of interpersonal conflict, which is SD appreciation. SD appreciation is only a predictor of status conflict. It can be concluded that only this status inconsistency variable meets the first requirement for a significant mediation effect of status conflict.

Table 3 The influence of status inconsistency (SD) on interpersonal conflict

	Status Conflict		Relation Conflict		Task Conflict	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
SD Income	.080	.102	.113	.061	.036	-.036
SD Career Opp.	-.105	-.048	.106	.102	-.102	-.020
SD Job rank	.062	.131	.075	.106	-.023	-.019
SD Appreciation	.319*	.237*	.039	.013	.173	.192
Company D1		.042		.115		.221
Company D2		.017		.160		.127
Gender		-.080		-.092		.210
Education		.001		.005		.003
Age		.044**		-.002		-.002
Work experience		.040*		.001		-.011
Objective SD Income		-.015		.064*		-.040
Objective SD Career Opp.		-.089		-.013		-.005
R2	.078	.149	.091	.137	.027	.093
R2 adjusted	.054	.079	.067	.066	.002	.018
R2 change	.078	.071	.091	.046	.027	.066
F	3.260*	2.133*	3.849**	1.937*	1.080	1.248
F change	3.260*	1.526	3.849**	.983	1.080	1.323

\*  $p < .05$ , one-tailed test

\*\*  $p < .01$ , one-tailed test

*Dependent variable: OCB*

In

Table 4, the results of the hierarchical regression analysis with OCB as an independent variable are shown. Firstly, the influence of the four status inconsistency variables on OCB is shown in model 1. Secondly, the mediating variable interpersonal conflicts is added to model 2 and finally the control variables are added in model 3. With this model hypothesis 1 can be tested first of all, and after that also hypothesis 3A, 3B and 3C can be tested. The F changes of all models are significant ( $<0.01$ ) as it means that these variables add value to the models. Only a few regression coefficients are significant which means that the hypotheses are only partly accepted.

Regarding hypothesis 1, only SD Job rank shows a negative significant ( $p < 0.01$ ) effect on OCB in all models, which means that the more status detraction an employee experiences regarding his or her job rank, the less OCB he or she will show. Therefore, only this part of H1 (the more status detraction perceived by the employee, the lower the organizational citizenship behavior of this employee will be) is accepted, the rest have to be rejected. H3A (the more status conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be), H3B (the more relation conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be) and H3C (the more task conflicts an employee experiences with his or her colleagues, the lower the organizational citizenship behavior of this employee will be) are also partly accepted.

Only relation conflicts show a significant negative effect on OCB ( $p < 0.05$ ) in all models, which means that the more relationship conflicts occur, the less OCB an employee will show.

The control variable gender shows a significant positive effect on OCB ( $p < 0.01$ ), which means that women show more OCB than men do.

The mediation effect that was expected in this study, was that of interpersonal conflict on the relationship between status inconsistency and OCB. Because there was only a significant effect between SD appreciation and status conflict and the relationship between status conflict and OCB is not significant, the expected mediation effect is not significant either. Thus, there is no mediation effect of interpersonal conflict on the relationship between status inconsistency and OCB. Therefore, it is not necessary to conduct the Sobel test either.

*Table 4 The influence of status inconsistency (SD) and Interpersonal conflict (SC, RC & TC) on OCB*

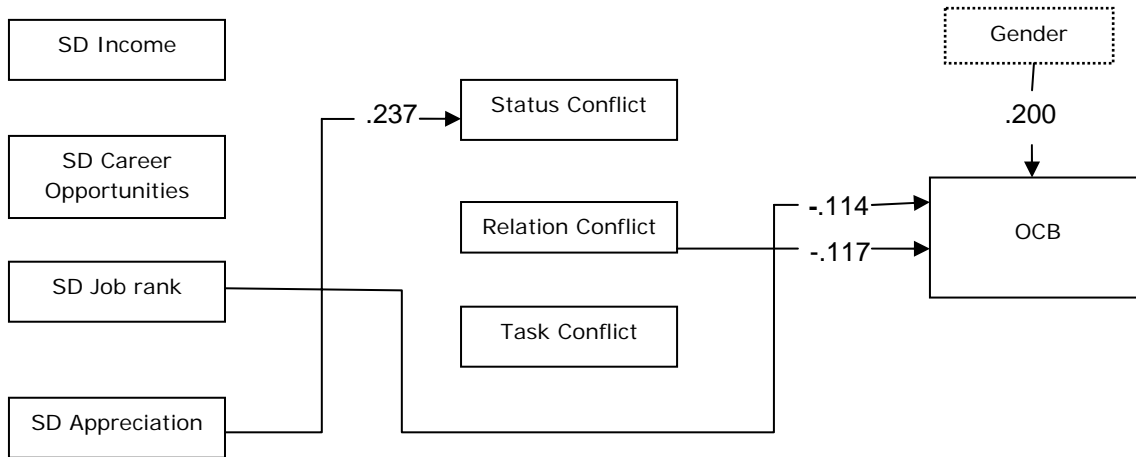
	Model 1	Model 2	Model 3
SD Income	.003	.025	.050
SD Career Opportunities	.014	.024	.014
SD Job Rank	-.105*	-.091*	-.144**
SD Appreciation	-.109	-.085	-.061
Status Conflict		-.043	-.046
Relation Conflict		-.158**	-.117*
Task Conflict		-.026	-.039
Company D1			-.052
Company D2			-.171
Gender			.200**
Education			-.006
Age			.006
Work experience			.008
Objective SD Income			-.029
Objective SD Career Opportunities			.020
R2	.093	.170	.291
R2 adjusted	.070	.131	.215
R2 change	.093	.077	.120
F	3.916**	4.372**	3.854**
F change	3.916**	4.607**	2.992**

\*  $p < .05$ , one-tailed test

\*\*  $p < .01$ , one-tailed test

Figure 3 shows all above mentioned findings, which means that all significant relationships between the variables are showed.

Figure 3: Path model of the effect of SI on OCB with mediating variable interpersonal conflict



#### Post Hoc variance analysis

In this study, three different organizations are studied from three different sectors. It is possible that this has influenced the results of the regression analyses. 'Company' is already used as a control variable, but to permanently exclude the fact that this has influenced the results of this research, one way ANOVA (Appendix C) with post hoc test (Appendix D) is executed. With help of the ANOVA it can be seen if the mean scores on the variables differ significantly per company. If the Levene's test of ANOVA appears to be significant, there is a significant difference between the different companies on the concerning variable.

The results in Appendix C show that the companies differ significantly from each other for the variables SD Income ( $F= 14.734, p < 0.01$ ), SD Job rank ( $F= 3.216, p < 0.05$ ) and OCB ( $F= 4.772, p < 0.01$ ). The Post Hoc Tests (Appendix D) show which companies differ significantly from each other. The Scheffé test is used to measure this. Eventually, for SD Income, Rabobank appears to differ significantly from both Hutten ( $p < 0.01$ ) and Bor ( $p < 0.01$ ). Looking at the means, Rabobank scores lower ( $M= 2.03, SD = .38$ ) on SD Income than Bor ( $M= 2.42, SD = .74$ ) and Hutten ( $M= 2.53, SD = .69$ ) do. For SD Job rank, Hutten ( $M= 1.55, SD = .65$ ) scores lower than Bor ( $M= 1.80, SD = .77$ ) and Rabobank ( $M= 1.84, SD = .52$ ). From the Post Hoc test it appears that Hutten and Rabobank differ significantly from each other ( $p < 0.05$ ). For OCB, Rabobank and Bor appear to differ significantly from each other ( $p < 0.05$ ). Rabobank scores lower ( $M= 0.91, SD = .32$ ) than Bor ( $M= 1.18, SD = .48$ ) and Hutten ( $M= 0.99, SD = .34$ ). For the differences between the three companies see Appendix E.

Since the Post Hoc Test showed that Rabobank significantly differs from Hutten and Bor regarding SD Income, Hutten significantly differs from Rabobank regarding SD Job rank, and Rabobank significantly differs from Bor regarding OCB, it is necessarily to execute the regression analyses again.

Because both Hutten and Bor had a very low response rate and only 55 respondents of these companies cooperated in this research, it seems smart to execute the regressions again, per company, to see if results are different when only Rabobank is taken into account.

When you look at the results of these analyses (Appendix F and Appendix G) you can see that in the models for interpersonal conflict (Appendix F) only model 1 for Relation conflict is significant, but none of the variables are significant. For the model of OCB, all models are significant, but the relationship of SD job rank on OCB disappears. The positive effect of relation conflict and gender on OCB are still there and still significant. So when executing the analyses again with only the respondents of the Rabobank, we find that this does have a significant effect on the relationship of relation conflict and gender on OCB but nothing changes in the relationships.

Summing up, it can be concluded that when measuring these effects only with the results of Rabobank it does not show any remarkable significant effect on the research variables nor does it change anything on the measured effects. The model as presented in Figure 3 is still usable, although, it is still important to take into account the differences in the amount of respondents for each company. These differences can give a biased impression of the results.

## Conclusion and discussion

### Conclusion and discussion

The purpose of this research was to study the influence of status inconsistency on organizational citizenship behavior and the mediating role of interpersonal conflict in this relationship. The research question was stated as followed: *To what extent does the perceived status inconsistency of an employee influence his or her organizational citizenship behavior and to what extent do interpersonal conflicts play a mediating role in this relationship?* Below the main conclusions of this research are discussed per independent variable.

#### *Interpersonal conflict*

Several researchers have studied the influence of status inconsistency on interpersonal conflicts in the latest years (Rubin, Pruiit & Hee Kim, 1994; van Hoof, 2005; Vonk, 2007). According to them, persons that experience status inconsistency perceive more interpersonal conflicts than persons who did not experience status inconsistency.

In this study, it was expected that interpersonal conflict would have a mediating effect on the relationship between status inconsistency and OCB. Results of this study eventually showed a significant positive effect of SD appreciation on status conflict. This is supported by statements of Bendersky and Hays (2010) who argued that status conflicts partly occur due to conflicting expectations of employees. Employees expecting something different from their colleagues is a result of conflicting expectations of the person her/himself which results in status detraction (Jackson, 1962). This status detraction eventually ends in the occurrence of status conflicts between colleagues (Bendersky & Hays, 2010).

To place subjective status inconsistency in this study, also objective status inconsistency was taken into account in this study. Remarkable is that objective status inconsistency did not influence any kind of interpersonal conflict at all. An explanation for this result could be given by a statement made by Blocker and Riedesel (1978) who stated that 'being' status inconsistent (objective status inconsistency) is different than 'feeling' status inconsistent (subjective status inconsistency). Moreover, objective SD income and objective SD career opportunities did not correlate highly with each other either. Because of this and the fact that both variables did not have an influence it can be presumed that the way of measuring these variables could be a reason for the fact that this influence does not exist. The scale was namely calculated and not measured with separate questions.



## OCB

Looking at the results, only SD job rank showed a significant negative effect on OCB. Thus, only regarding status inconsistency job rank, hypothesis 1 is accepted. This result is supported by Lenski (1954) who stated that employees who experience less status en prestige in their job would show negative changes in their behavior. Another explanation can be given by the social exchange theory of Blau (1964). This theory states that organizational citizenship will differ based on work status. Only when employees get something in exchange they will perform better, both in in-role as in extra -role performance, OCB. This is confirmed by Stamper and van Dyne (2001) who say that employees exercise more initiative and contribute above minimum expectations when they receive some form of reciprocity from the organization at an unspecified future date.

The other revenue variables regarding status inconsistency did not show a significant effect on OCB. Apparently, those variables did not have as much influence on their behavior as job rank did. Although, all revenue variables correlated highly amongst each other and therefore they were analyzed separately too. This did not give a different effect. Only SD job rank showed a positive influence on OCB. Another explanation for the fact that job rank seems to be more important than for instance income, lies in the perceived organizational support theory, also called POS (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). This theory concerns employees' general belief that their work organization values their contribution and cares about their well being. When people feel ranked according to their expectations on job level they are willing to do something extra for the organization more often.

A mediation effect of interpersonal conflict in the relationship between status inconsistency and OCB was also expected. Results of this study only showed a significant effect of relation conflict on OCB. Both status conflict and task conflict did not show a significant effect on OCB which means that as far as OCB is concerned, relation conflicts have the biggest influence. This result is supported by the literature of Weiss et al.(1999). They argued that emotions are the central mechanisms through which a sense of unfairness (e.g. status detracting) is translated into work behavior. Emotions have the most in common with relation conflict, so it can be declared that when emotions play an important role, they mostly influence the arise of relation conflicts, in contrast to status conflicts or task conflicts.

Regarding the effects on OCB, only one control variable that was taken into account in this study showed a significant effect on OCB, namely gender. This effect was positive which means that women show more OCB than men do. Allen & Rush (2001) confirmed this in their article about gender and OCB. According to them, women do have more character traits that cause the showing of OCB.

### Limitations and recommendations for future research

This research contains certain limitations that have to be taken into account when looking at the results of this study. The first limitation of this research is that of the literature the conceptual model is based on. There has been some research executed about interpersonal conflicts and OCB but there has not been much research executed about status inconsistency and interpersonal conflicts.

Therefore, the mediation effect expected in this research does not have much literature to build on. In the future, more research must be executed on the relationship between status inconsistency and interpersonal conflicts, in order to see if the mediating effect is really presumable.

The second limitation is that of the amount of respondents, which was quite low in this research. When a mediation effect is examined, at least 700 respondents have to participate in a research to have a reliable result (MacKinnon et al., 2007). In this study, only 160 respondents participated, which is only 23% of 700. Therefore, some doubts could be pointed out to the reliability of this research. It is advisable to get a bigger population in future research in order to guarantee the reliability of the research or otherwise do a non response research. Also, the respondents came from three different organizations from three totally different sectors. From one company, there were only 20 respondents. This critical point has to be taken into account when considering the results of this study. If there were more respondents, it would have been good to examine different companies to see if the results differed per company. Looking at the amount of respondents of this research, it would have been better to take only one company. Belonging to a certain company, could have influenced the results of this study.

Another limitation in this research has to do with the variable status inconsistency. In this research, status inconsistency is measured on four revenue variables, namely; job rank, income, appreciation and career opportunities. Employees can also experience status inconsistency in other areas, such as education possibilities and responsibilities. Future research should get deeper into the construct of status inconsistency and its sub scales. This research has also shown that not all kind of status inconsistencies influence interpersonal conflict and/or OCB, so it could be interesting to examine some other sub scales of status inconsistency besides the four that were examined in this research. It is possible that one of them does have a bigger influence than these variables did have.

Last but not least, it could be interesting to examine the difference between subjective status inconsistency and objective status inconsistency. As has been mentioned earlier, both constructs did not show the same effect on certain variables. Also the scale of OCB should be reconsidered. This is a large scale which has existed for a long time now, but in the principal component analysis many items showed a low correlation compared to the other items.

### Practical implications

The purpose of this paper was to identify in which way status inconsistency influences OCB of the employee and to investigate if interpersonal conflicts mediate this relationship. In this way, there has been an attempt to add valuable information to the existing literature on this topic and the justice literature. Employers can use the results of this study to participate in fulfilling employees' wishes and therefore increase their extra role performance or OCB.

Not only can organizations in general gain from the results of this research, especially the organizations which took part in this research can benefit greatly from its results. The results are about their employees. They show how employees feel in the organization and in which way they experience status inconsistency. They can respond to these feelings and by changing some critical points they can eventually increase the OCB of their employees and decrease the amount of interpersonal conflicts.

As is shown by the results of this research, SD appreciation has a positive effect on interpersonal conflicts. Companies have to try and show more appreciation for their employees, so that the amount of conflicts will decrease within their organization. This can be done by giving feedback, organizing trainings and holding evaluation talks, so that an employee will feel appreciated and will be able to develop her/himself. HR can play an important role in this matter. By giving the employee more, the employee will feel appreciated and will in turn give more to the organization. A win-win situation is then created. Even if there is already a status inconsistency, an employee has to get the chance to say this. Communication is thus vital.

Although only one SD variable (job rank) did show an effect on OCB and only one SD variable (appreciation) did show an effect on interpersonal conflicts, it was remarkable that all examined status inconsistency variables in this research were directed more to status detracting than status enhancement. This shows that there are still many employees who do not feel treated fairly within their organization and there should be more attention paid to this in order to decrease this amount.

In conclusion to the above mentioned, status inconsistency is a much discussed topic but is still interesting to examine, because it exists in every company and is quite complex. Many employees experience status inconsistency and it influences many kinds of behavior within an organization. Especially OCB is a kind of behavior that is regarded as very important in the recent years. HR is the department which should be doing something with this; investing in employees, making them feel comfortable, and solving problems right from the beginning. Only in this way can status inconsistency be decreased and the best got out of employees.

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## Appendix A The questionnaire

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### Onderzoek Werkbeleving en Prestatie – April 2010

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Beste medewerk(st)er van .....

Voor een organisatie is het belangrijk dat medewerkers tevreden zijn, zich eerlijk behandeld voelen en met plezier naar hun werk gaan. Wanneer dit niet het geval is, kan dit leiden tot verschillende problemen, zoals een onplezierige werksfeer, verminderde prestatie en minder betrokkenheid. Uit onderzoek blijkt dat het bieden van goede en eerlijke werkomstandigheden erg belangrijk is voor een optimale werkomgeving. Human Resource Management kan hierin een belangrijke rol spelen.

In het kader van ons afstudeeronderzoek voor Human Resource Studies aan de Universiteit van Tilburg onderzoeken wij, met toestemming van....., de mening van medewerkers over hun werkbeleving. Want juist uw mening telt in het bereiken van een rechtvaardige en plezierige werkomgeving.

Dit onderzoek wordt gedaan door middel van de bijgevoegde vragenlijst. De resultaten van het onderzoek zullen, gepresenteerd worden aan het managementteam. Hierbij zullen individuele en persoonlijke gegevens of gegevens waaruit personen kunnen worden afgeleid **niet vermeld** worden om de **anonimiteit** te waarborgen. Het invullen van de vragenlijst zal ongeveer 15 minuten in beslag nemen. Met het oog op het onderzoek is het van belang dat er voldoende response komt, graag vragen wij dan ook om uw medewerking. Omdat wij enkel geïnteresseerd zijn in uw mening, kunt u (zoals eerder vermeld) de vragenlijst **anoniem** invullen. De vragenlijst wordt **vertrouwelijk** behandeld en na het onderzoek vernietigd.

Wilt u de vragenlijst voor ..... a.s. terug sturen naar .... in de bijgevoegde retourenvelop? Als er onduidelijkheden zijn of als u nog vragen heeft, kunt u contact opnemen met één van onderstaande studenten.

Hartelijk dank voor uw medewerking!

Met vriendelijke groet,

Evi Bertrums	<a href="mailto:E.Bertrums@uvt.nl">E.Bertrums@uvt.nl</a>	06-28261612	Yvonne
Verheijen	<a href="mailto:Y.H.M.Verheijen@uvt.nl">Y.H.M.Verheijen@uvt.nl</a>	06-20052131	

Studenten Human Resource Studies, Universiteit van Tilburg

I.s.m.: Dr. René de Reuver - departement Human Resource Studies, Universiteit van Tilburg

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#### ■ Invulinstructie vragenlijst

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De vragenlijst begint met enkele algemene vragen. Daarna worden er vragen gesteld waarin naar uw mening wordt gevraagd betreffende verschillende aspecten van het werk.

- Kruis bij de meerkeuzevragen het antwoord aan dat op u het meest van toepassing is en beantwoord de open vragen.
- Per vraag is slechts **één antwoord** mogelijk.
- Kruis het antwoord aan dat als eerste bij u opkomt. Er zijn geen goede of foute antwoorden, het gaat om uw mening!
- De vragenlijst bestaat uit verschillende onderdelen en de antwoordcategorieën kunnen verschillen per onderdeel. Let daarom goed op de betekenis van de antwoordmogelijkheden.

## ONDERZOEK WERKBELEVING EN PRESTATIE

### Algemene vragen

1. Wat is uw geslacht?  Man  
 Vrouw
2. Wat is uw geboortejaar? 19 \_\_\_\_
3. Wat is uw hoogst voltooide opleiding?  Basisonderwijs  
 Lager beroepsonderwijs (VMBO, LTS, LEAO)  
 MAVO, VMBO-T, MULO, MMS  
 HAVO, VWO, Athenaeum, Gymnasium  
 Middelbaar beroepsonderwijs (MTS, MEAO)  
 Hoger beroepsonderwijs (HTS, HEAO)  
 Universiteit  
 Anders, namelijk \_\_\_\_\_
4. In welk jaar bent u bij uw huidige werkgever in dienst getreden? \_\_\_\_\_
5. In welke functie bent u gestart? \_\_\_\_\_
6. Wat is uw huidige functie? \_\_\_\_\_
7. Heeft u een leidinggevende functie?  Ja  
 Nee
8. Hoe vaak bent u doorgestroomd naar een hogere functie binnen het bedrijf waar u nu werkzaam bent? \_\_\_\_\_ keer
9. Hoeveel uur per week werkt u? \_\_\_\_\_ uren
10. Hoeveel jaren werkervaring heeft u? (excl. bijbanen en vakantiewerk) \_\_\_\_\_ jaren
11. Indien u een beoordeling heeft gehad op uw werk, wat was de score van deze beoordeling?  onvoldoende  
 matig  
 voldoende  
 ruim voldoende  
 goed  
 zeer goed
12. Wat is uw bruto maandsalaris op basis van een fulltime aanstelling? € \_\_\_\_\_



De band tussen een organisatie en een medewerker kan gezien worden als een 'ruilrelatie'. U levert inspanningen en in ruil hiervoor ontvangt u iets van de organisatie. Geef aan in hoeverre de organisatie u datgene geeft, wat u naar uw mening zou moeten ontvangen in ruil voor de inspanningen die u levert:

Antwoordmogelijkheden:	Laag	Redelijk laag	Gemiddeld	Redelijk hoog	Hoog		
	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5		
13. Gezien mijn <b>ervaring</b> , zijn de <b>doorgroeimogelijkheden</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
14. Gezien mijn <b>ervaring</b> , is het <b>inkomen</b> dat ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
15. Gezien mijn <b>ervaring</b> , is de <b>uitdaging in mijn werk...</b>	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
16. Gezien mijn <b>ervaring</b> , is de <b>waardering</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
17. Gezien mijn <b>opleiding</b> , zijn de <b>doorgroeimogelijkheden</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
18. Gezien mijn <b>opleiding</b> , is het <b>inkomen</b> dat ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
19. Gezien mijn <b>opleiding</b> , is de <b>uitdaging in mijn werk...</b>	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
20. Gezien mijn <b>opleiding</b> , is de <b>waardering</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
21. Gezien mijn <b>presteren</b> , zijn de <b>doorgroeimogelijkheden</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
22. Gezien mijn <b>presteren</b> , is het <b>inkomen</b> dat ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
23. Gezien mijn <b>presteren</b> , is de <b>uitdaging in mijn werk...</b>	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog
24. Gezien mijn <b>presteren</b> , is de <b>waardering</b> die ik krijg...	Laag	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Hoog

Geef aan in hoeverre u het eens bent met de volgende stellingen:

Antwoordmogelijkheden:	Helemaal mee oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

“In de samenwerking met mijn collega’s...”

25. ...is er soms strijd om de macht	Helemaal mee oneens	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Helemaal mee eens
26. ...zijn we het niet altijd eens over de bijdrage die iedereen levert	Helemaal mee oneens	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Helemaal mee eens
27. ...kiezen ze partij bij een conflict	Helemaal mee oneens	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Helemaal mee eens
28. ...ontstaan conflicten door dominant gedrag	Helemaal mee oneens	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Helemaal mee eens
29. ...is soms goed te merken dat wij elkaar op het persoonlijke vlak niet liggen	Helemaal mee oneens	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	Helemaal mee eens

- |     |   |                        |                            |                            |                            |                            |                            |                      |
|-----|---|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|
| 30. | ...hebben wij soms zichtbaar een hekel aan elkaar                                     | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 31. | ...is de spanning tussen ons soms pijnlijk  | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 32. | ...is de onderlinge sfeer steeds heel<br>kameraadschappelijk                          | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 33. | ...zijn de persoonlijke verhoudingen tussen ons steeds<br>voortreffelijk              | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 34. | ...nemen wij regelmatig uiteenlopende standpunten in<br>over de te bespreken kwesties | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 35. | ...hebben wij dikwijls verschillende ideeën over de te<br>behandelen zaken            | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 36. | ...zijn er regelmatig inhoudelijke meningsverschillen                                 | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 37. | ...zijn uiteenlopende visies op vraagstukken eerder regel<br>dan uitzondering         | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 38. | ...blijken overwegend gelijke opvattingen over de te<br>behandelen zaken te bestaan   | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 39. | ...is er vanaf het begin af aan overeenstemming over de<br>te volgen koers            | Helemaal<br>mee oneens | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |

**Geef aan in hoeverre de volgende stellingen op u van toepassing zijn:**

- | Antwoordmogelijkheden: | Helemaal<br>mee oneens   | Mee oneens                 | Neutraal                   | Mee eens                   | Helemaal<br>mee eens       |                            |                            |                      |
|------------------------|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------|
|                        | <input type="checkbox"/> 1   | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |                            |                            |                      |
| 40.                    | Ik bereik de doelstellingen in mijn werk   | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 41.                    | Mijn mate van presteren voldoet aan de gestelde criteria                           | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 42.                    | Ik heb expertise/deskundigheid in al mijn werktaken                                | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 43.                    | Ik voldoe aan alle eisen die nodig zijn voor mijn functie                          | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 44.                    | Ik kan meer verantwoordelijkheid aan dan ik krijg toegewezen                       | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 45.                    | Ik ben geschikt om een hogere functie te bekleden                                  | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |
| 46.                    | Ik ben bekwaam op elk gebied van mijn functie, ik verricht<br>mijn taken vakkundig | Helemaal<br>mee oneens     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 | Helemaal<br>mee eens |

47. Ik presteer over het algemeen goed door de taken uit te voeren zoals van mij verwacht wordt Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
48. Ik plan mijn werk zo, dat de doelstellingen en deadlines van mijn werk behaald worden Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens

**Geef aan in hoeverre de volgende stellingen op u van toepassing zijn:**

- | Antwoordmogelijkheden:  | Helemaal mee oneens        | Mee oneens                 | Neutraal   | Mee eens                   | Helemaal mee eens          |
|---|----------------------------|----------------------------|--|----------------------------|----------------------------|
|   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3   | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 49. Ik help anderen als zij afwezig zijn geweest  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 50. Ik help anderen als zij veel werk hebben  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 51. Ik houd me aan de regels en voorschriften van ...., ook wanneer ik alleen werkzaam ben        |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 52. Ik help nieuwe mensen met oriënteren, zelfs als dit niet verplicht is                         |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 53. Ik ben punctueel (= precies)  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 54. Ik blijf op de hoogte van ontwikkelingen binnen ....  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 55. Ik offer eigen tijd op om anderen te helpen met werk gerelateerde problemen                   |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 56. Ik maak geen misbruik van de rechten van anderen  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 57. Ik blijf op de hoogte van veranderingen binnen .....  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 58. Ik probeer problemen met collega's te voorkomen   |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 59. Ik word geïnformeerd, voordat er belangrijke acties worden genomen                            |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 60. Over beslissingen die op mij van invloed zijn, wordt met mij vooraf overleg gepleegd          |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 61. Ik ben me meer bewust van de negatieve kanten van mijn baan, dan van de positieve             |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 62. Ik bezoek en participeer in vergaderingen die te maken hebben met organisatie aangelegenheden |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |
| 63. Ik maak regelmatig van een mug een olifant  |                            |                            | Helemaal mee oneens <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 |                            | Helemaal mee eens          |

64. Ik bezoek partijen / feesten, die niet verplicht zijn, maar die wel het bedrijfsimago stimuleren
65. Ik heb het constant over het willen stoppen met werken bij .....
66. Ik neem extra pauzes
67. Ik klaag veel over onbelangrijke zaken
68. Ik heb lange lunches en / of pauzes

**In dit gedeelte willen we graag weten wat uw mening is over het personeelsbeleid dat (bedrijfsnaam) heeft. Geef aan in welke mate u het eens bent met onderstaande stellingen.**

Antwoordmogelijkheden:	Helemaal mee oneens	Mee oneens	Neutraal	Mee eens	Helemaal mee eens
	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

“(Bedrijfsnaam) organiseert en verzorgt trainingen en opleidingen voor werknemers ... “

69. ... om werknemers te ondersteunen om goede kwaliteit te leveren
70. ...om te zorgen dat werknemers zich gewaardeerd en gerespecteerd voelen – dus voor het welzijn van de werknemer
71. ... om kosten laag te houden
72. ...omdat ze daartoe verplicht worden door de CAO
73. ...om zoveel mogelijk uit de werknemers te halen

“(Bedrijfsnaam) verzorgt de secundaire arbeidvoorwaarden ( bijv. reisvergoedingen woon-werkverkeer, zorgverlof, ouderschapsverlof, bedrijfsrestaurant, kinderopvang, flexibele werktijden)...”

74. ...om werknemers te ondersteunen om goede kwaliteit te leveren
75. ...om te zorgen dat werknemers zich gewaardeerd en gerespecteerd voelen – dus voor het welzijn van de werknemer
76. ...om kosten laag te houden
77. ...omdat ze daartoe verplicht worden door de CAO
78. ...om zoveel mogelijk uit de werknemers te halen

“(Bedrijfsnaam) maakt de werving en selectie keuzes (bijv. aantal vacatures, kwaliteit nieuwe mensen)...”

79. ...om werknemers te ondersteunen om goede kwaliteit te leveren Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
80. ...om te zorgen dat werknemers zich gewaardeerd en gerespecteerd voelen – dus voor het welzijn van de werknemer Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
81. ...om kosten laag te houden Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
82. ...omdat ze daartoe verplicht worden door de CAO Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
83. ...om zoveel mogelijk uit de werknemers te halen Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens

“(Bedrijfsnaam ) betaalt zijn werknemers...”

84. ...om werknemers te ondersteunen om goede kwaliteit te leveren Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
85. ...om te zorgen dat werknemers zich gewaardeerd en gerespecteerd voelen – dus voor het welzijn van de werknemer Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
86. ...om kosten laag te houden Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
87. ...omdat ze daartoe verplicht worden door de CAO Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
88. ...om zoveel mogelijk uit de werknemers te halen Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens

“(Bedrijfsnaam) roostert medewerkers in (bijv. uren, flexibiliteit)...”

89. ...om werknemers te ondersteunen om goede kwaliteit te leveren Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
90. ...om te zorgen dat werknemers zich gewaardeerd en gerespecteerd voelen – dus voor het welzijn van de werknemer Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
91. ...om kosten laag te houden Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
92. ...omdat ze daartoe verplicht worden door de CAO Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens
93. ...om zoveel mogelijk uit de werknemers te halen Helemaal mee oneens 1 2 3 4 5 Helemaal mee eens

■ **Einde vragenlijst**

**Hartelijk dank voor het invullen van deze vragenlijst!**

U kunt de vragenlijst terug sturen in de bijgevoegde retourenveloppe. Mocht u vragen of opmerkingen hebben, dan kunt u contact opnemen met een van de onderzoekers:

Evi Bertrums [E.Bertrums@uvt.nl](mailto:E.Bertrums@uvt.nl) 06-28261612  
 Yvonne Verheijen [Y.H.M.Verheijen@uvt.nl](mailto:Y.H.M.Verheijen@uvt.nl) 06-20052131

## Appendix B Results factor analyses

Table 5 Results factor analysis subjective status inconsistency

	Component			
	1	2	3	4
Gezien mijn ervaring, is de waardering die ik krijg...	.923			
Gezien mijn opleiding, is de waardering die ik krijg...	.837			
Gezien mijn presteren, is de waardering die ik krijg...	.828			
Gezien mijn ervaring, is de uitdaging in mijn werk...		.925		
Gezien mijn opleiding, is de uitdaging in mijn werk...		.878		
Gezien mijn presteren, is de uitdaging in mijn werk...		.791		
Gezien mijn ervaring, zijn de doorgroeimogelijkheden die ik krijg...			-.897	
Gezien mijn opleiding, zijn de doorgroeimogelijkheden die ik krijg...			-.878	
Gezien mijn presteren, zijn de doorgroeimogelijkheden die ik krijg...			-.728	
Gezien mijn ervaring, is het inkomen dat ik krijg...				.886
Gezien mijn opleiding, is het inkomen dat ik krijg...				.846
Gezien mijn presteren, is het inkomen dat ik krijg...				.842
Eigenvalue	5.316	2.217	1.324	1.269
Variance explained	44.301	18.474	11.033	6.407
Cronbach's alpha	.909	.854	.842	.861

Extraction Method: Principal Component Analysis

Rotation Method: Oblimin with Kaiser Normalization

Table 6 Results factor analysis interpersonal conflict

	Component		
	1	2	3
In de samenwerking met mijn collega's is er soms strijd om de macht	.486		
In de samenwerking met mijn collega's zijn we het niet altijd eens over de bijdrage die iedereen levert	.610		
In de samenwerking met mijn collega's kiezen ze partij bij een conflict	.677		
In de samenwerking met mijn collega's ontstaan conflicten door dominant gedrag	.733		
In de samenwerking met mijn collega's is soms goed te merken dat wij elkaar op het persoonlijke vlak niet liggen		.786	
In de samenwerking met mijn collega's hebben wij soms zichtbaar een hekel aan elkaar		.832	
In de samenwerking met mijn collega's is de spanning tussen ons soms pijnlijk		.854	
In de samenwerking met mijn collega's is de onderlinge sfeer steeds heel kameraadschappelijk		.587	
In de samenwerking met mijn collega's zijn de persoonlijke verhoudingen tussen ons steeds voortreffelijk		.612	
In de samenwerking met mijn collega's nemen wij regelmatig uiteenlopende standpunten in over de te bespreken kwesties			.767
In de samenwerking met mijn collega's hebben wij dikwijls verschillende ideeën over de te behandelen zaken			.798
In de samenwerking met mijn collega's zijn er regelmatig inhoudelijke meningsverschillen			.742
In de samenwerking met mijn collega's zijn uiteenlopende visies op vraagstukken eerder regel dan uitzondering			.522
In de samenwerking met mijn collega's blijken overwegend gelijke opvattingen over de te behandelen zaken te bestaan			.773
In de samenwerking met mijn collega's is er vanaf het begin af aan overeenstemming over de te volgen koers			.735
Eigenvalue	5.540	1.941	1.293
Variance explained	36.934	12.943	8.619
Cronbach's alpha	.790	.840	.761

Extraction Method: Principal Component Analysis

Rotation Method: Oblimin with Kaiser Normalization

Table 7 Results factor analysis OCB

	Component
	1
Ik help anderen als zij afwezig zijn geweest	.508
Ik help anderen als zij veel werk hebben	.704
Ik houd me aan de regels en voorschriften van ....., ook wanneer ik alleen werkzaam ben	.428
Ik help nieuwe mensen met oriënteren, zelfs als dit niet verplicht is	.436
Ik ben punctueel	.583
Ik blijf op de hoogte van ontwikkelingen binnen ....	.748
Ik offer eigen tijd op om anderen te helpen met werk gerelateerde problemen	.566
Ik maak geen misbruik van de rechten van anderen	.538
Ik blijf op de hoogte van veranderingen binnen .....	.760
Ik probeer problemen met collega's te voorkomen	.343
Ik word geïnformeerd, voordat er belangrijke acties worden genomen	.610
Over beslissingen die op mij van invloed zijn, wordt met mij vooraf overleg gepleegd	.711
Ik ben me meer bewust van de negatieve kanten van mijn baan, dan van de positieve	.429
Ik bezoek en participeer in vergaderingen die te maken hebben met organisatie aangelegenheden	.458
Ik maak regelmatig van een mug een olifant	.727
Ik bezoek partijen / feesten, die niet verplicht zijn, maar die wel het bedrijfsimago stimuleren	.518
Ik heb het constant over het willen stoppen met werken bij....	.729
Ik neem extra pauzes	.685
Ik klaag veel over onbelangrijke zaken	.695
Ik heb lange lunches en / of pauzes	.629
Eigenvalue	4.537
Variance explained	22.701
Cronbach's alpha	.796

Extraction Method: Principal Component Analysis

Rotation Method: Oblimin with Kaiser Normalization



## Appendix C ANOVA's

### ANOVA SD Income

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	7.783	2	3.891	14.734	.000
<i>Within groups</i>	41.466	157	.264		
<i>Total</i>	49.294	159			

\*\* p<.01      \*p<.05

### ANOVA SD Career opportunities

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	2.119	2	1.060	2.406	.094
<i>Within groups</i>	69.158	157	.440		
<i>Total</i>	71.277	159			

\*\* p<.01      \*p<.05

### ANOVA SD Job rank

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	2.208	2	1.104	3.216	.043
<i>Within groups</i>	53.875	157	.343		
<i>Total</i>	56.083	159			

\*\* p<.01      \*p<.05

### ANOVA SD Appreciation

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	2.172	2	1.086	2.701	.070
<i>Within groups</i>	63.136	157	.402		
<i>Total</i>	65.308	159			

\*\* p<.01      \*p<.05

### ANOVA Status conflict

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	.979	2	.489	.786	.457
<i>Within groups</i>	97.757	157	.623		
<i>Total</i>	98.736	159			

\*\* p<.01      \*p<.05

ANOVA Relation conflict

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	1.140	2	.570	2.375	.096
<i>Within groups</i>	37.700	157	.240		
<i>Total</i>	38.840	159			

\*\* p<.01      \*p<.05

ANOVA Task conflict

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	1.752	2	.876	2.286	.105
<i>Within groups</i>	60.167	157	.383		
<i>Total</i>	61.918	159			

\*\* p<.01      \*p<.05

ANOVA OCB

	<i>Sum of squares</i>	<i>df</i>	<i>Mean square</i>	<i>F</i>	<i>Sig.</i>
<i>Between groups</i>	1.103	2	.552	4.772	.010
<i>Within groups</i>	17.918	155	.116		
<i>Total</i>	19.021	157			

\*\* p<.01      \*p<.05

## Appendix D Post Hoc Tests

### Post Hoc Test (Scheffé) SD Income

Company (1)	Company (2)	Mean difference (1-2)	S.E	Sig.
Hutten	Bor	.167	.144	.721
	Rabobank	.502*	.100	.000
Bor	Hutten	-.167	.144	.721
	Rabobank	.385*	.125	.010
Rabobank	Hutten	-.502*	.100	.000
	Bor	-.385*	.125	.010

\*\* p<.01      \*p<.05

### Post Hoc Test (Scheffé) SD Career opportunities

Company (1)	Company (2)	Mean difference (1-2)	S.E	Sig.
Hutten	Bor	-.381	.186	.126
	Rabobank	-.225	.130	.223
Bor	Hutten	.381	.186	.126
	Rabobank	-.156	.162	.631
Rabobank	Hutten	.225	.130	.223
	Bor	-.156	.162	.631

\*\* p<.01      \*p<.05

### Post Hoc Test (Scheffé) SD Job rank

Company (1)	Company (2)	Mean difference (1-2)	S.E	Sig.
Hutten	Bor	-.248	.164	.323
	Rabobank	-.289*	.114	.044
Bor	Hutten	.248	.164	.323
	Rabobank	-.041	.143	.959
Rabobank	Hutten	.289*	.114	.044
	Bor	.041	.143	.959

\*\* p<.01      \*p<.05

*Post Hoc Test (Scheffé) SD Appreciation*

<i>Company (1)</i>	<i>Company (2)</i>	<i>Mean difference (1-2)</i>	<i>S.E</i>	<i>Sig.</i>
<i>Hutten</i>	<i>Bor</i>	-.002	.178	1
	<i>Rabobank</i>	.244	.124	.146
<i>Bor</i>	<i>Hutten</i>	.002	.178	1
	<i>Rabobank</i>	.247	.155	.283
<i>Rabobank</i>	<i>Hutten</i>	-.244	.124	.146
	<i>Bor</i>	-.247	.155	.283

\*\* p<.01      \*p<.05

*Post Hoc Test (Scheffé) Status conflict*

<i>Company (1)</i>	<i>Company (2)</i>	<i>Mean difference (1-2)</i>	<i>S.E</i>	<i>Sig.</i>
<i>Hutten</i>	<i>Bor</i>	.088	.221	.925
	<i>Rabobank</i>	.188	.154	.476
<i>Bor</i>	<i>Hutten</i>	-.088	.221	.925
	<i>Rabobank</i>	-.101	.193	.872
<i>Rabobank</i>	<i>Hutten</i>	-.188	.154	.476
	<i>Bor</i>	.101	.193	.872

\*\* p<.01      \*p<.05

*Post Hoc Test (Scheffé) Relation conflict*

<i>Company (1)</i>	<i>Company (2)</i>	<i>Mean difference (1-2)</i>	<i>S.E</i>	<i>Sig.</i>
<i>Hutten</i>	<i>Bor</i>	-.113	.137	.716
	<i>Rabobank</i>	.124	.096	.435
<i>Bor</i>	<i>Hutten</i>	.113	.137	.716
	<i>Rabobank</i>	.236	.120	.145
<i>Rabobank</i>	<i>Hutten</i>	-.124	.096	.435
	<i>Bor</i>	-.236	.120	.145

\*\* p<.01      \*p<.05

*Post Hoc Test (Scheffé) Task conflict*

<i>Company (1)</i>	<i>Company (2)</i>	<i>Mean difference (1-2)</i>	<i>S.E</i>	<i>Sig.</i>
<i>Hutten</i>	<i>Bor</i>	.223	.174	.439
	<i>Rabobank</i>	.257	.121	.107
<i>Bor</i>	<i>Hutten</i>	-.223	.174	.439
	<i>Rabobank</i>	.034	.151	.975
<i>Rabobank</i>	<i>Hutten</i>	-.257	.121	.439
	<i>Bor</i>	-.034	.151	.975

\*\* p<.01      \*p<.05

Post Hoc Test (Scheffé) OCB

<i>Company (1)</i>	<i>Company (2)</i>	<i>Mean difference (1-2)</i>	<i>S.E</i>	<i>Sig.</i>
<i>Hutten</i>	<i>Bor</i>	.189	0.099	.163
	<i>Rabobank</i>	-.075	0.066	.533
<i>Bor</i>	<i>Hutten</i>	-.189	0.099	.163
	<i>Rabobank</i>	-.264*	0.087	.011
<i>Rabobank</i>	<i>Hutten</i>	.075	0.066	.533
	<i>Bor</i>	.264*	0.087	.011

\*\* p<.01

\*p<.05

## APPENDIX E Differences between companies

### *Variable SD Income*

<i>Company</i>	N	Mean	S.D.
Hutten	35	2.53	.69
Bor	20	2.42	.74
Rabobank	105	2.03	.38
Totaal	160	2.81	.56

### *Variable SD Job rank*

<i>Company</i>	N	Mean	S.D.
Hutten	35	1.55	.65
Bor	20	1.80	.77
Rabobank	105	1.84	.52
Totaal	160	1.77	.59

### *Variable OCB*

<i>Company</i>	N	Mean	S.D.
Hutten	35	0.99	.34
Bor	18	1.18	.48
Rabobank	105	0.91	.32
Totaal	158	0.96	.35

## APPENDIX F Regression analyses of SI and Interpersonal Conflict per company.

Table 8 The influence of status inconsistency (SD) on interpersonal conflict for Hutten (N=35)

	Status Conflict		Relation Conflict		Task Conflict	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
SD Income	-.394	-.147	-.211	-.091	-.230	-.265
SD Career Opp.	-.032	-.145	-.106	-.063	-.220	-.326
SD Job rank	-.121	-.005	.164	.230	.100	.013
SD Appreciation	.893**	.535	.214	.058	.503**	.624*
Gender		-.475		-.117		.173
Education		.028		.069		.184
Age		.081		-.003		.044
Work experience		.073		-.005		.054
Objective SD Income		.043		.043		.048
Objective SD Career Opp.		-.124		-.086		-.004
R2	.246	.390	.100	.198	.228	.318
R2 adjusted	.146	.136	-.020	-.136	.126	.034
R2 change	.246	.144	.100	.098	.228	.090
F	2.448	1.536	.832	.593	2.221	1.120
F change	2.448	.945	.832	.491	2.221	.526

\* p< .05, one-tailed test

\*\* p< .01, one-tailed test

Table 9 The influence of status inconsistency (SD) on interpersonal conflict for Bor (N=20)

	Status Conflict		Relation Conflict		Task Conflict	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
SD Income	1.153	1.537	.974*	1.148	1.467*	2.046**
SD Career Opp.	-.307	-.184	-.216	-.317	-.864*	-1.415**
SD Job rank	.274	.536	.025	.104	-.222	-.718
SD Appreciation	-.556	-.728	-.182	-.349	-.317	-.301
Gender		-.477		-.818		-.150
Education		.233		.205		-.592
Age		.062		.004		.027
Work experience		.035		.003		-.023
Objective SD Income		-.218		.272		-.721
Objective SD Career Opp.		-.035		.248		1.235*
R2	.298	.477	.434	.551	.373	.779
R2 adjusted	.111	-.104	.283	.052	.205	.534
R2 change	.298	.179	.434	.117	.373	.407
F	1.592	.822	2.875	1.105	2.229	3.178
F change	1.592	.514	2.875	.391	2.229	2.764

\* p< .05, one-tailed test

\*\* p< .01, one-tailed tes

Table 10 The influence of status inconsistency (SD) on interpersonal conflict for Rabobank (N=105)

	Status Conflict		Relation Conflict		Task Conflict	
	Model 1	Model 2	Model 1	Model 2	Model 1	Model 2
SD Income	.009	.018	.021	.002	-.205	-.162
SD Career Opp.	-.096	-.014	.172	.150	.072	.153
SD Job rank	.186	.230	.101	.102	-.011	-.022
SD Appreciation	.237	.192	.022	.016	.170	.158
Gender		.255		-.013		.234
Education		.090		.011		-.047
Age		.015		-.004		-.013
Work experience		.024		.000		-.019
Objective SD Income		-.058		.026		-.067
Objective SD Career Opp.		-.054		.000		-.009
R2	.065	.154	.104	.113	.042	.127
R2 adjusted	.027	.063	.067	.018	.003	.033
R2 change	.065	.089	.104	.009	.042	.085
F	1.720	1.695	2.863*	1.184	1.081	1.352
F change	1.720	1.634	2.863*	.161	1.081	1.510

\* p < .05, one-tailed test

\*\* p < .01, one-tailed test



**APPENDIX G Regression analyses of SI and Interpersonal Conflict on OCB per company.**

*Table 11 The influence of status inconsistency (SD) and Interpersonal conflict (SC, RC & TC) on OCB for Hutten (N=35)*

	Model 1	Model 2	Model 3
SD Income	.200	.202	.156
SD Career Opportunities	.113	.146	.085
SD Job Rank	-.127	-.145	-.180
SD Appreciation	-.166	-.184	-.106
Status Conflict		-.074	-.039
Relation Conflict		-.065	-.003
Task Conflict		.193	.093
Gender			.269
Education			.070
Age			.012
Work experience			.019
Objective SD Income			-.022
Objective SD Career Opportunities			-.030
R2	.144	.253	.428
R2 adjusted	.030	.059	.074
R2 change	.144	.109	.176
F	1.260	1.303	1.210
F change	1.260	1.309	1.075

\* p < .05, one-tailed test

\*\* p < .01, one-tailed test

*Table 12 The influence of status inconsistency (SD) and Interpersonal conflict (SC, RC & TC) on OCB for Bor (N=20)*

	Model 1	Model 2	Model 3
SD Income	-.278	.118	.781
SD Career Opportunities	.111	-.085	-.641
SD Job Rank	-.201	-.203	-.336
SD Appreciation	-.060	-.176	-.244
Status Conflict		-.113	.070
Relation Conflict		.046	-.151
Task Conflict		-.176	-.356
Gender			-1.293
Education			.033
Age			-.010
Work experience			-.023
Objective SD Income			.265
Objective SD Career Opportunities			.125

R2	.334	.524	.819
R2 adjusted	.130	.191	.231
R2 change	.334	.190	.295
F	1.633	1.575	1.393
F change	1.633	1.332	1.086

\* p< .05, one-tailed test

\*\* p< .01, one-tailed test

*Table 13 The influence of status inconsistency (SD) and Interpersonal conflict (SC, RC & TC) on OCB for Rabobank (N=105)*

	Model 1	Model 2	Model 3
SD Income	.027	.020	-.013
SD Career Opportunities	-.033	-.006	-.030
SD Job Rank	-.105	-.088	-.125
SD Appreciation	-.090	-.074	-.067
Status Conflict		-.017	-.029
Relation Conflict		-.143	-.146*
Task Conflict		-.050	-.053
Gender			.198*
Education			.011
Age			.002
Work experience			.006
Objective SD Income			-.003
Objective SD Career Opportunities			.039
R2	.097	.148	.265
R2 adjusted	.061	.086	.159
R2 change	.097	.051	.117
F	2.669*	2.383*	2.496**
F change	2.669*	1.903*	2.386*

\* p< .05, one-tailed test

\*\* p< .01, one-tailed test

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Last Saved On: 29-11-2010 14:41:00  
Last Saved By: e bertrums  
Total Editing Time: 190 Minutes  
Last Printed On: 29-11-2010 14:48:00  
As of Last Complete Printing  
Number of Pages: 50  
Number of Words: 14.761 (approx.)  
Number of Characters: 81.187 (approx.)