

**Interpersonal work relationships and emotional reactions in teams:
A co-worker dyadic analysis**

Author

Tse, Herman, Lawrence, Sandra, K. Lam, Catherine

Published

2010

Conference Title

Proceedings of the 24th Annual Australian and New Zealand Academy of Management
Conference: Managing for Unknowable Futures

Rights statement

© 2010 Australian & New Zealand Academy of Management. The attached file is reproduced here in accordance with the copyright policy of the publisher. Please refer to the conference's website for access to the definitive, published version.

Downloaded from

<http://hdl.handle.net/10072/36451>

Link to published version

<http://www.anzam.org>

Griffith Research Online

<https://research-repository.griffith.edu.au>

Interpersonal Work Relationships and Emotional Reactions in Teams:

A Co-worker Dyadic Analysis

Dr. Herman H.M Tse
Griffith Business School
Griffith University,
Brisbane, QLD 4111
Email: h.tse@griffith.edu.au

Dr. Sandra. A Lawrence
Griffith Business School
Griffith University,
Brisbane, QLD 4111
Email: s.lawrence@griffith.edu.au

Dr.Catherine K. LAM
Department of Management
City University of Hong Kong
Kowloon, Hong Kong
E-mail: lam.cat@poly.edu.hk

Preferred Steams: Our preferred submission steam is Organisational Behaviour and the alternate steam is Leadership and Governance

Interpersonal Work Relationships and Emotional Reactions

A Co-worker Dyadic Analysis in Teams

ABSTRACT

This study develops and tests a model linking leader-member exchange relationships (LMX), social comparison orientation and emotional reactions in co-worker dyads within work teams. Specifically, we examine the moderating role of social comparison orientation on the relationship between co-workers' LMX and their emotional reactions towards each other in different dyads in teams. Results revealed that when individuals' social comparison orientation is high, similar LMX relationships between co-workers and their leader lead the co-workers to experience more positive emotions (e.g., sympathy) and less negative emotions (e.g., contempt) towards each other. When social comparison orientation is low, the similarity or dissimilarity of LMX relationships between co-workers and their leader is unrelated to the interpersonal emotions the co-workers experience towards each other.

Keywords: LMX; emotions; co-workers

Leader-member exchange (LMX) theory emphasizes that leaders often develop differential quality relationships with subordinates because of limited time, abilities and resources (Dansereau, Graen, & Haga, 1975). The differential quality of LMX relationships in work teams appears problematic because it determines how leaders distribute organizational resources, work-related information, and psychological support to subordinates within work teams (Graen & Uhi-Bien, 1995). Team members in high-quality LMX relationships are likely to be more advantageously treated relative to other team members. Team members in low-quality LMX relationships therefore are likely to receive less supervisory attention, access to organizational resources and emotional support (Gerstner & Day, 1997). Hence, team members in low-quality LMX relationships can experience negative emotional responses, such as jealous, anger and resentment, towards their work team co-workers in more beneficial high-quality LMX relationships (Tse, Dasborough, & Ashkanasy, 2005).

Social comparison theory (Festinger, 1954) provides a theoretical lens to elucidate why the differential quality of LMX relationships can be seen as a source of co-worker social comparison processes that influence co-workers' emotional reactions to each other in work teams (Tse & Ashkanasy,

2008). Co-workers' emotional responses are influenced by comparisons made between an individual and their co-workers about the relative standing of their LMX relationships (Firebaugh, 1980; Tse et al., 2005). Thus, high-or low- quality LMX relationships with leaders within a work team may result in different patterns of co-workers' comparisons with others that, in turn, influence their emotional responses. Although this premise of social comparison theory has been made explicit in social psychology, it has yet to be used to explain within-group relationships and emotional responses in LMX research. Thus, understanding how followers' LMX quality influences co-worker dyads' emotional reaction and interpersonal behaviours towards each other in work teams is fundamentally important and practically imperative for the development of effective exchange relationships among leaders, followers and co-workers because they would help enhance team cohesiveness and functioning (Tse et al., 2005).

Our purpose is to explore the above research issue by developing a leader-follower-co-worker dyadic model to explain how LMX quality between two co-workers influences their emotional reaction towards each other in the work teams (see Figure 1). Specifically, we consider the role of individual difference in the co-worker LMX dyadic process. Drawing on social comparison theory (SCT: Festinger, 1957), we propose that individuals' social comparison orientation will moderate the relationship between LMX quality between two co-workers and co-worker A's emotional reaction to co-worker B.

Insert Figure 1 about here

Consequently, the current study makes three major contributions. First, we respond to Kramer's (1995) concerns and Sparrowe and Liden's (1997) call for more research to examine the potential augment effect of LMX on co-worker dyads' work attitudes beyond the individual-level perception of LMX quality in a boarder social network in organizations. This is important because co-workers are an integral part of teamwork and therefore frequent and meaningful interactions between leaders and co-workers in a work team can facilitate a collective contribution to effective team functioning (Venkataramani & Dalal, 2007). Leader-follower and follower-coworker perceptions, attitudes and behaviours are dyadic in nature, but they have not typically been studied as such and their dynamics have largely been ignored in research

(Tse, Lam & Lawrence, 2010; Yakovleva, Reilly, & Werko, 2010). Understanding the role of LMX quality in facilitating positive and negative co-workers' emotional reaction among dyads in work teams is critically essential for effective team relationships.

Second, we extend Sherony and Green's (2002) study by utilizing social relations modelling (SRM; Snijders & Kenny, 1999) to examine the relationships between the LMX quality, coworkers' emotional reaction nested among dyads in work teams. SRM is designed to overcome the potential bias of data interdependence in peer-rating research design of which each coworker rates and is rated by each of his coworkers in the work (Kenny & La Voie, 1984). By using SRM, we can estimate parameters concerning the relationships at different levels of analysis by controlling for the effects of other variance components in dyadic and individual settings in this study.

Finally, we are not aware of any published research that has yet identified the role of individual difference to explain why and when social situations are likely to predict co-workers' interpersonal emotions and behaviours at work. Drawing on social comparison theory (SCT: Festinger, 1954), we propose that (social comparison orientation - personal propensity to compare oneself with others; Buunk et al., 2005) will attenuate the relationship between the LMX quality between two coworkers and their emotional reaction within dyads in work teams. This fills a substantial gap in both basic and applied research on LMX and co-worker influence. The findings of the interaction effects will help inform management practice of who to select or recruit (Kamdar & Van Dyne, 2007) in order to reduce the effect of social comparisons of LMX quality among co-worker dyads in work teams.

THEORY AND HYPOTHESIS DEVELOPMENT

Coworkers' LMXs and Emotional Reactions in Dyads

Sparrowe and Liden (1997) and Liden, Erdogan, Wayne, and Sparrowe (2006) suggest that interpersonal exchange relationships between leaders and subordinates are interrelated and constitute a larger social context that operates in teams and organizations. It is therefore important to look at the surrounding social context of a given LMX relationship with respect to other LMX relationships within the work team. To understand the relative standing of subordinates in LMX relationships with their leader,

we are interested in looking at how the quality of LMX relationship between two co-workers A and B with their leader influence the emotional responses of those co-workers within a work team. In other words, A's emotions towards B can be partly explained by how A compares with B based on the high-or low-quality LMX relationship they are experiencing.

Heider's (1958) balance theory provides a useful lens through which multiple dyadic exchanges can be analysed, in conjunction with social comparison theory (Festinger, 1954), to explain the implication of relative standing in LMX relationships for co-workers' emotional responses within work teams. Sherony and Green (2002) applied the balance theory to the LMX dyadic context to explain how LMX relationships between a leader and subordinates influence the co-worker relationship forged between those subordinates. The authors argued that the subordinate A will form a high-quality co-worker exchange (CWX) with subordinate B if a leader has either high-quality or low-quality LMX relationships with both subordinates. Furthermore, subordinates A and B form low-quality CWX with each other if they have differential quality of LMX relationships with their leader.

Utilizing these theories, we argue that subordinate A's evaluative judgment of his/her LMX quality with the leader will be derived from his/her comparative position vis-à-vis subordinate B's LMX quality with the same leader. Subordinates will repeatedly and automatically compare their own LMX quality with other co-workers' LMXs to seek their relative standing for self-evaluation within work teams. This particular premise of balance theory concurs with the premise of social comparison theory that suggests that particular types of comparison will elicit negative or positive emotional responses (Festinger, 1954). Therefore, we contend that the magnitude of the differences between subordinate's A LMX with subordinate B's LMX is likely to influence subordinate A's emotional reactions towards subordinate B.

Specifically, subordinate A would experience more positive interpersonal emotions (e.g., sympathy) and less negative emotions (e.g., contempt) towards subordinate B if both subordinates have either high-quality LMX or low-quality LMX relationships with their leader. This is because the LMX relationships between the leader and subordinates A as well as B are balanced, implying that the relative standing of subordinates A and B in coworker dyads with respect to their own LMX relationships is similar rather than

different from each other (Heider, 1958; Festinger, 1954). The similarity of co-workers' LMX (both A's LMX and B's LMX are high-quality or low-quality) would activate shared schemas that will increase levels of identification with another co-worker, as a part of their self-identity (Aron et al., 1991; Shah, 2003). Such an assimilation effect on self-perception is more likely to induce positive emotions (sympathy) but suppress negative evaluation on the other, thus reducing negative emotions (contempt).

On the other hand, Subordinate A would experience more interpersonal negative emotions (contempt) and less positive emotions (sympathy) if both subordinates have differential quality of LMX relationships with their leader. This is because the LMX relationships between the leader and subordinates A as well as B are imbalanced, suggesting that the relative standing of subordinates A and B in both co-worker dyads with respect to their own LMX relationships is different rather than similar to each other (Heider, 1958; Festinger, 1954). The dissimilarity of co-workers' LMX (A's LMX is high and B's LMX is low; A's LMX is low and B's LMX is high) may activate an independent self/differentiation mindset, thus exacerbating the acute threat of being exploited by another co-worker. This situation may facilitate A's negative emotions and constrain his/her positive emotions towards B.

Given that co-worker emotional responses and the similarity of those co-workers' LMXs existed at the dyadic level of analysis, we use an interaction between A's LMX and B's LMX, representing the similarity and dissimilarity (i.e., balance) between co-workers' LMXs, to predict A's emotions (sympathy and contempt) towards B. Thus, we propose the following hypothesis:

Hypothesis 1: Similarity in the LMX relationships between two co-workers and their leader will lead to co-worker A to experience more sympathy and less contempt towards B. In contrast, dissimilarity in the LMX relationships between two co-workers and their leader will lead to co-worker A to experience less sympathy and more contempt towards co-worker B.

The Moderating Role of Social Comparison Orientation

According to Festinger (1954), people who feel uncertain about themselves have a stronger desire to evaluate their own opinions, attitudes, and behaviours with respect to others who are similar or different from them (Gibbons & Buunk, 1999; Taylor, Buunk, & Aspinwall, 1990). Although a great deal of

research has focused on understanding the effect of situational factors on social comparison processes (see Mussweiler, 2003), individual characteristics play an important role in determining comparison processes because some people are more inclined to compare themselves with others across different social situations (Buunk & Mussweiler, 2001). As a result, Gibbons and Buunk (1999) proposed that people who are chronically uncertain about aspects of the self will constantly engage in social comparisons to increase their understanding for self evaluation. Individual differences in the inclination to compare one's accomplishments, one's experiences and one's situation with those of others are captured by the construct of social comparison orientation (SCO). Gibbons and Buunk (1999) found that that SCO was negatively correlated to self-esteem and positively related to social anxiety, neuroticism, and depression. Social comparison orientation is a personality disposition which determines how individuals interpret and respond to situations in all life domains. Based on this notion, we propose that the similarity and dissimilarity of LMX relationships between two co-workers have implications for co-worker A's emotions towards B within a work team when the co-workers have different levels of social comparison orientation.

A high SCO individual "is someone who is sensitive to the behaviour of others and has a degree of uncertainty about the self, along with an interest in reducing self-uncertainty" (Gibbons & Buunk, 1999, p.138). Such a high SCO individual will experience low self-esteem, strong self-consciousness, high neuroticism that activates his/her mindset to engage in comparison process with other co-workers. Building upon the characteristics of SCO and balance theory, we argue that an individual with high SCO will be more emotional responsive to the similarity or dissimilarity of LMX relationships between the leader and other co-workers. Hence, the interaction effect of co-worker A's LMX and B's LMX will be intensified when their SCO is higher. In other words, an individual who has a higher level of SCO will experience more (less) sympathy to and less (more) contempt towards a co-worker who has a similar (dissimilar) level of LMX with their leader.

In contrast, an individual with low SCO is less likely to experience sympathy or contempt towards another co-worker because he/she is not sensitive to the similar and dissimilar quality of the LMX relationship between the leader and that co-worker. As such low SCO co-workers have relatively high

self-esteem, weak self-consciousness and low neuroticism about themselves so they will tend not to rely on comparisons and evaluation from others to have a good self-understanding (Gibbons & Buunk, 1999). Accordingly, an individual with low SCO engages less in comparisons in co-worker dyads that, in turn, reduces his/her emotional responsiveness towards others regardless of the similarity or dissimilarity of co-workers' LMX relationships with their leader. Taken together, the associations between the relative standing in LMX relationships between co-workers A and B and their emotional responses are expected to be attenuated when the co-workers have a low level of SCO, whereas this interactive effect will be amplified when the co-workers have a high level of SCO. Thus, we hypothesize:

Hypothesis 2. Social comparison orientation moderates the two-way interactive effect of co-worker A's LMX and B's LMX on interpersonal emotions (sympathy and contempt) in co-worker dyads such that the two-way interactive effect is buffered when social comparison orientation is low and intensified when social comparison orientation is high. That is, when social comparison orientation is high, increasingly similar (or dissimilar) of the LMX relationships between two co-workers and their leader will lead A experiencing more (or less) sympathy and less (or more) contempt towards B. When the social comparison orientation is low, the similarity (or dissimilarity) of LMX relationships between two co-workers and their leader is less related to A's positive (sympathy) and negative (contempt) emotion towards B.

METHOD

Sample and Procedure

The sample consisted of sales associates from a large state-owned telecommunication services company in China. Data was collected using a round robin design together with written surveys (Warner, Kenny & Stoto, 1979). To meet the design requirements, we selected teams with at least four members. In a team of four members, twelve direct interpersonal emotions assessments were obtained because each member rated his/her emotions towards three co-workers. These data were matched with an individual co-worker's LMX and social orientation responses. The maximum number of team member was five. After omitting 12 incomplete dyads, our final data set contained 128 individuals (408 dyadic relations) from 31 teams, yielding an effective response rate of 97 percent. The mean age and organizational tenure of the

respondents were 25 and 1.2 years, respectively. Forty-four percent were female, and 44 percent had a high school education or above. The average length of the dyadic relationships was five months.

Measures

To assure equivalence of the measures in the Chinese and the English versions of the survey instrument, a standard translation and back-translation procedure was undertaken (Brislin 1980).

Leader-member exchange (LMX; $\alpha = .74$). We used seven items from the LMX scale developed by Graen and Uhl-Bien (1995) to measure the quality of LMX assessed by subordinates. A sample item is “How would you characterize your working relationship with your leader?” (1 = extremely ineffective; 5 = extremely effective).

Social comparison orientation ($\alpha = .64$). We used eleven items from the social comparison orientation scale developed by Gibbons and Buunk (1999). A sample item is “I always pay a lot of attention to how I do things compared with how my coworkers do things” (1 = strongly disagree; 5 = strongly agree).

Emotions (sympathy, $\alpha = .88$; contempt, $\alpha = .87$). We used three sympathy items (sympathetic, compassionate, softhearted) from Eisenberg et al. (1989) and three contempt items (angry, disgusted, hateful) from Fiske, Cuddy, Glick, & Xu, 2002) to measure interpersonal emotions, on a 5-point scale (1 = never, 5 = always). Participants were asked to rate how often, in the last two weeks, they experienced sympathy and contempt towards each coworker.

Control variables. We controlled for the demographic variables (gender and age), dyadic tenure, team size, the actors' positive affectivity ($\alpha = .75$) and negative affectivity ($\alpha = .70$) (Watson, Clark, & Tellegen, 1988) because these variables have been shown to influence group processes (Richter, West, van Dick, & Dawson, 2006) and may have confounding effects on interpersonal emotions.

RESULTS

We analysed our multilevel theoretical model by using Social Relation Modelling (SRM) (see Kenny, 1994; Kenny & La Voie, 1984) to isolate variance and test hypotheses at multiple levels of analysis: actor (co-worker A), target (co-worker B), dyad (A and B relationships) and group. Table 1 presents the variable descriptive statistics, correlations and reliabilities. Variance partitioning analysis (see Table 2) revealed that the emotions expressed by one team member to each other team member largely depended on the characteristics of the dyadic relationship. Dyadic variances for sympathy and contempt were 39% and 61%, respectively.

Hypothesis 1 predicted that co-worker A's LMX and co-worker B's LMX interactively predict co-worker A's emotions towards co-worker B. As shown in Table 3, after entering the control variables and main effects in Model 1, coefficients for the respective two-way interaction (see Model 2) of co-worker A's LMX and co-worker B's LMX were not significant for co-worker A's sympathy towards co-worker B ($B = .04, n.s.$) and co-worker A's contempt towards co-worker B ($B = -.03, n.s.$). Therefore, Hypothesis 1 was not supported.

Hypothesis 2 predicted that social comparison orientation moderates the interactive effect of co-worker A's LMX and co-worker B's LMX on co-worker A's emotions towards co-worker B. Table 3 shows that after entering the control variables and main effects in Model 1 and the two-way interaction terms in Model 2, the coefficients for the respective three-way interaction (see Model 3) of co-worker A's LMX, co-worker B's LMX, and social comparison orientation were significant for co-worker A's sympathy towards co-worker B ($B = .06, p < .05$) and co-worker A's contempt towards co-worker B ($B = -.08, p < .01$). We plotted the significant interaction effect using the procedures outlined by Aiken and West (1991). Figures 2a and 2b show the interactive effect for sympathy. As expected, under the condition of high social comparison orientation (see Figure 2a), higher levels of co-worker B's LMX were associated with higher levels of co-worker A's sympathy towards co-worker B when co-worker A's LMX was high (simple slopes test: $B = .13, SE = .06, p < .05$). When LMX for co-worker A was low, however, co-worker B's LMX was negatively related to co-worker A's sympathy towards co-worker B (simple

slopes test: $B = -.11$, $SE = .05$, $p < .05$). In contrast, under the condition of low social comparison orientation (see Figure 2b), co-worker B's LMX was unrelated to co-worker A's sympathy towards co-worker B at both low (simple slopes test: $B = .10$, $SE = .09$, *n.s.*) and high levels of co-worker A's LMX (simple slopes test: $B = -.04$, $SE = .09$, *n.s.*). Figures 3a and 3b illustrate the interactive effect for contempt. Again confirming our prediction, under the condition of high social comparison orientation (see Figure 3a), higher levels of co-worker B's LMX were associated with lower levels of co-worker A's contempt towards co-worker B when co-worker A's LMX was high (simple slopes test: $B = -.14$, $SE = .07$, $p < .05$). When co-worker A's LMX was low, however, higher co-worker A's LMX was positively related to co-worker A's contempt towards co-worker B (simple slopes test: $B = .14$, $SE = .07$, $p < .05$). In contrast, under the condition of low social comparison orientation (see Figure 3b), co-worker A's LMX was unrelated to co-worker A's contempt towards co-worker B at both low (simple slopes test: $B = -.07$, $SE = .07$, *n.s.*) and high levels of co-worker B's LMX (simple slopes test: $B = .00$, $SE = .07$, *n.s.*). These results provide strong support for Hypothesis 2.

DISCUSSION

In the present study, we examine how social comparison orientation moderated the relationship between similarity (or dissimilarity) of co-workers' LMXs and their interpersonal emotions (sympathy and contempt). As hypothesized, it was found that co-worker A's LMX and co-worker B's LMX interacted to affect co-worker A's emotions towards co-worker B when A's social comparison orientation was high. Specifically, co-worker B's LMX was related to more sympathy and less contempt (from A to B) when co-worker A's LMX was also high; co-worker B's LMX was less sympathy and more contempt (from A to B) when co-worker A's LMX was low. However, the interaction effect of co-worker A's LMX and co-worker B's LMX on A's interpersonal emotions was not significant when the social comparison orientation was low.

Theoretical Implications

The current study advances LMX research and emotions in several ways. First, most of the LMX studies have neglected the importance of the social context in which each dyadic LMX relationship

between a leader and a subordinate is related to each other because both subordinates and the leader are nested within work teams (Sparrowe & Liden, 1997). We contribute to the current literature by looking at subordinates' relative standing with respect to the LMXs of other co-workers in a work team.

Second, previous literature operationalised LMX differentiation or relative standing of LMX relationships by subtracting an individual's LMX score from a groups' mean LMX. We argue that this may not capture the actual similarity or dissimilarity of LMX score within a dyad of co-workers. We used Social Relations Modelling (SRM) to explicitly examine how the actor inter-relating with the target (Kenny, 1994; Kenny & La Voie, 1984) in terms of LMX similarity (or dissimilarity) may determine their emotional reactions. Results of SRM imply that to explicate how and why different quality of LMX relationships influence each other within a work team, the current literature should devote greater attention to the LMX and co-worker exchange relationships at the dyadic level of analysis.

Third, research has not yet explored how boundary conditions may regulate the effects of differential LMX quality on the emotional reactions of subordinates. Using the person-situation interactional perspective, we add to the literature by showing that social comparison orientation moderated the relationship between co-workers' LMX dissimilarity and their emotional experiences. Specifically, a low level of social comparison orientation may serve as an antidote to the negative impact of co-workers' LMX dissimilarity on other members' emotions.

Practical Implications

This study also offers an important implication for management in organizations. The results of this study indicate that the relationship between LMX and emotional reactions between co-workers can be explained by the extent to which individuals engage in comparisons with others. Social comparisons between co-workers are inevitable in organizations but managers can inhibit the negative implications by using objective criteria to develop LMX relationships with subordinates within work teams. As Tse et al. (2005) suggested, managers can reinforce the value of LMX relationships by showing fair LMX differentiation criteria and making them explicit within work teams so that subordinates can understand what criteria their managers use to differentiate them for developing high-quality and low-quality LMX

relationships. This may reduce social comparisons and perceptions of unfair relationship differentiation among subordinates, which may increase the positive emotional interactions necessary for effective work relationships.

Limitations and Future Research Directions

This study has several limitations. First, whilst the results of this study provide some support for the relationships being hypothesized, the cross-sectional nature of the research design has limited any possible interpretation of casual relationships among co-worker LMXs, social comparison orientation and emotions. As suggested by Podsakoff, MacKenzie, Lee, and Podsakoff (2003), future research should attempt to replicate the current findings by collecting data at different points in time or using an experimental design to strengthen the casual inference of the relationships examined in this study. Additionally, we believe that future research should also extend this study by examining other potential outcomes such as harming behaviour and co-worker exchange relationships.

Third, this study drew its sample from the PRC, a country with a culture known to be highly collectivistic (Hofstede, 2001). It is unsure whether the collectivistic orientation of this country would set a ceiling effect on the extent that an employee would report his/her opinion about the relative standing of his/her LMX relationship with others'. This is possible because interactive effect between co-workers A and B was found to be unrelated with co-worker A's emotions towards B. Future study could consider testing cultural values such as power distance or collectivism and individualism as a boundary condition to examine whether or not the hypothesized relationships are altered under different cultural contexts.

REFERENCES

- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, CA: Sage Publications.
- Aron, A., Aron, E. N., Tudor, M., & Nelson, G. (1991). Close relationships as including other in the self. *Journal of Personality and Social Psychology*, 60(2), 241-253.
- Buunk, A. P., & Mussweiler, T. (2001). New directions in social comparison research. *European Journal of Social Psychology*, 31, 467-475

- Dansereau, F., Graen, G. B., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations. *Organizational Behavior and Human Performance*, *13*, 46-78.
- Eisenberg, N., Fabes, R. A., Miller, P. A., Fultz, J., Shell, R., Mathy, R. M., et al. (1989). Relation of sympathy and personal distress to prosocial behavior: A multimethod study. *Journal of Personality & Social Psychology*, *57*(1), 55-66.
- Festinger, L. (1954). A theory of social comparison processes, *Human Relations* *7*, 117-40.
- Firebaugh, G. (1980). Groups as contexts and frog ponds. In K. H. Roberts & L. Burstein (Eds.), *Issues in aggregation* (pp. 43-52). San Francisco: Jossey-Bass.
- Fiske, S. T., Cuddy, A. J. C., Glick, P., & Xu, J. (2002). A model of (often mixed) stereotype content: Competence and warmth respectively follow from perceived status and competition. *Journal of Personality and Social Psychology*, *82*(6), 878
- Gerstner, C. R., & Day, D. V. (1997). Meta-analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, *82*, 827-844.
- Gibbons, F. X., & Buunk, B. P. (1999). Individual differences in social comparison: Development of a scale of social comparison orientation. *Journal of Personality & Social Psychology*, *76*(1), 129-142.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, *6*(2), 219-247.
- Heider, F. (1958). *The psychology of interpersonal relations*. Hillsdale, N.J.: Lawrence Erlbaum Associates.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Thousand Oaks, Calif.: Sage Publications.
- Kenny, D. A. (1994). *Interpersonal perception: A social relations analysis*. New York: Guilford Press.
- Kenny, D. A., & La Voie, L. (1984). The social relations model. In L. Berkowitz (Ed.), *Advances in experimental social psychology*, (vol. 18, pp. 142-182). Orlando, FL: Academic Press.

- Liden, R. C., Erdogan, B., Wayne, S., & Sparrowe, R. (2006). Leader-member exchange, differentiation, and task interdependence: Implications for individual and group performance. *Journal of Organizational Behavior*, 27, 723-746.
- Mussweiler, T. (2003). Comparison processes in social judgment: Mechanisms and consequences. *Psychological Review*, 110, 472-489.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88, 879-903.
- Richter, A. W., West, M. A., van Dick, R., & Dawson, J. F. (2006). Boundary spanners' identification, intergroup contact, and effective intergroup relations. *Academy of Management Journal*, 49(6), 1252-1269.
- Shah, J. (2003). Automatic for the people: How representations of significant others implicitly affect goal pursuit. *Journal of Personality and Social Psychology*, 84(4), 661-681.
- Sherony, K. M., & Green, S. G. (2002). Co-worker exchange: Relationships between co-workers, leader-member exchange, and work attitudes. *Journal of Applied Psychology*, 87, 542-548.
- Snijders, T. A. B., & Kenny, D. A. (1999). The social relations model for family data: A multilevel approach. *Personal Relationships*, 6, 471-486.
- Sparrowe, R. T., & Liden, R. C. (1997). Process and structure in leader-member exchange. *Academy of Management Review*, 22, 522-552.
- Taylor, S., Buunk, B., & Aspinwall, L. (1990). Social comparison, stress and coping. *Personality and Social Psychology Bulletin*, 16(1), 74-89.
- Tse, H. M. & Ashkanasy, N.M. (2008). The role of affect in vertical and lateral exchange work relationships in teams. In N. M. Ashkanasy & C. Cooper (Eds.), *Research companion to emotions in organizations* (pp. 499-511) Cheltenham, UK: Edward Elgar.
- Tse, H. M., Dasborough, M. T., & Ashkanasy, N. M. (2005). The role of affect, fairness and social perception in team member exchange. In N. M. Ashkanasy, C. E. J Härtel, & W. J. Zerbe (Eds.),

Research on emotion in organisations: The effect of affect in organisational settings (vol 1, pp.143-171). Oxford, UK: Elsevier Science.

Warner, R. M., Kenny, D. A., & Stoto, M. (1979). A new round robin analysis of variance for social interaction data. *Journal of Personality and Social Psychology*, 37(10), 1742-1757.

Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scale. *Journal of Personality and Social Psychology*, 54, 1063-1070.

Weiss, H. M., Suckow, K., & Cropanzano, R. (1999). Effects of justice conditions on discrete emotions. *Journal of Applied Psychology*, 84(5), 786-794.

TABLE 1

Means, Standard Deviations, and Intercorrelations of Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Gender	.44	.50	-									
2. Age	25.24	5.15	-.09	-								
3. Positive affectivity	3.02	.75	-.14**	.19***	(.75)							
4. Negative affectivity	2.36	.73	.05	-.02	.07	(.70)						
5. Dyadic tenure	5.07	8.24	-.01	.16**	.07	.09	-					
6. Team size	7.82	5.42	.05	-.15**	-.07	.02	-.01	-				
7. LMX	3.41	.97	-.15**	-.09	.34***	-.12*	.06	-.09	(.74)			
8. Social comparison orientation	3.50	.76	-.10*	-.00	.14**	.20***	.06	-.14**	-.04	(.64)		
9. Sympathy	1.65	.79	-.15**	.03	.05	.17**	.11*	-.04	.04	.11*	(.88)	
10. Contempt	1.37	.66	.02	.06	-.01	.24***	.11*	.12*	-.05	-.02	.19***	(.87)

* $p < .05$, ** $p < .01$, *** $p < .001$

TABLE 2

Variance Partitioning for A's Emotions towards B

Source of variance	Sympathy		Contempt	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Group variance	.00 (0%)	.00	.03 (7%)	.03
Actor (A) variance	.36 (57%)	.06	.11 (26%)	.03
Target (B) variance	.02 (4%)	.02	.03 (6%)	.02
Dyadic variance	.24 (39%)	.03	.26 (61%)	.03
Deviance	822.26		758.99	

Note. *N* = 128 individuals in 408 dyads within 31 teams

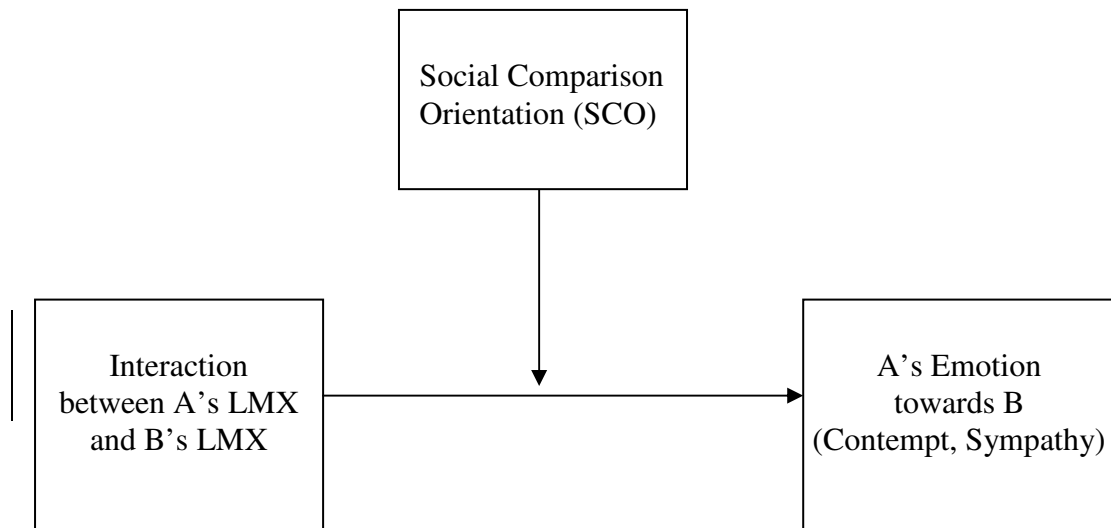
TABLE 3

Social Relations Model analyses for Coworker A's Sympathy and Contempt towards Coworker B

Step and variables	Sympathy						Contempt					
	Model 1		Model 2		Model 3		Model 1		Model 2		Model 3	
	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>	<i>B</i>	<i>SE</i>
Control variables												
A's Gender	-.23	.12	-.23	.12	-.23**	.12	-.05	.08	-.04	.08	-.03	.09
A's Age	.00	.01	.00	.01	.00	.01	.01	.01	.01	.01	.01	.01
Positive affectivity	-.01	.09	-.02	.09	-.02	.09	-.05	.06	-.05	.06	-.05	.06
Negative affectivity	.19**	.08	.19**	.08	.20**	.08	.18***	.06	.18***	.06	.17**	.06
B's Gender	.12 [†]	.07	.12 [†]	.07	.12 [†]	.07	-.15**	.06	-.15**	.06	-.15*	.06
B's Age	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01	.00	.01
Dyadic tenure	.01	.00	.01	.01	.01	.01	.01	.00	.01	.00	.01	.00
Team size	.00	.01	.00	.01	.00	.01	.02	.01	.01	.01	.01	.01
Main effects												
A's LMX	.04	.07	.05	.07	.05	.07	.00	.05	-.01	.05	.00	.05
B's LMX	.02	.03	.03	.03	.03	.03	.01	.03	-.01	.03	-.01	.03
Social Comparison Orientation (SCO)	.04	.06	.04	.06	.04	.06	-.03	.04	-.03	.04	-.03	.04
$\Delta\chi^2(11)$	16.22						26.70					
Two way Interaction												
A's LMX x B's LMX			.04	.04	.03	.04			-.03	.03	-.02	.03
A's LMX x SCO			.01	.07	.01	.07			.03	.05	.03	.05
B's LMX x SCO			-.03	.03	-.02	.03			.05 [†]	.03	.04	.03
$\Delta\chi^2(3)$			2.09				5.10					
Three way interaction												
A's LMX x B's LMX x SCO					.06*	.03					-.08**	.03
$\Delta\chi^2(1)$					4.1*		6.95**					

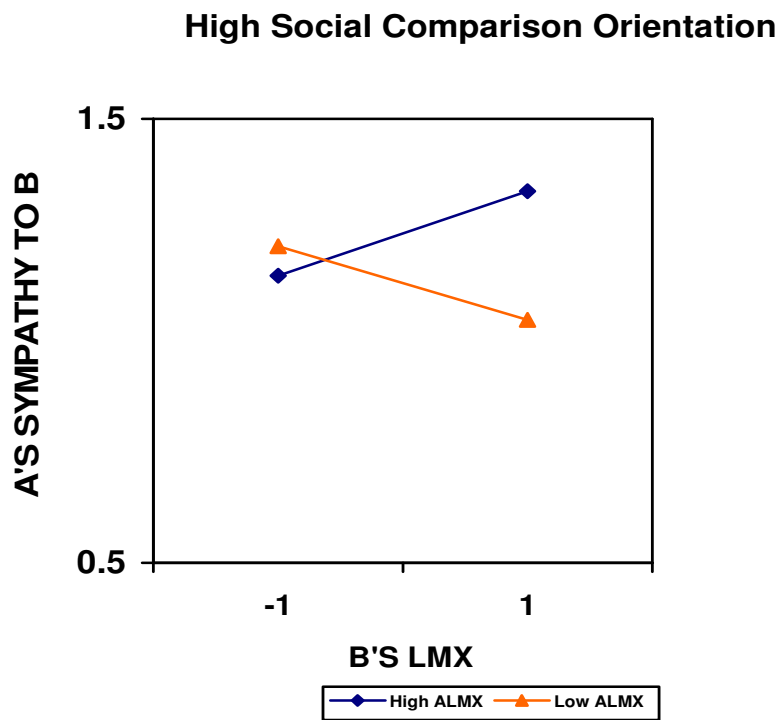
Note. *N* = 408 dyads. [†] *p* < .10, * *p* < .05, ** *p* < .01, *** *p* < .001

Figure 1. Hypothesized model of processes linking co-worker' LMXs and emotions.

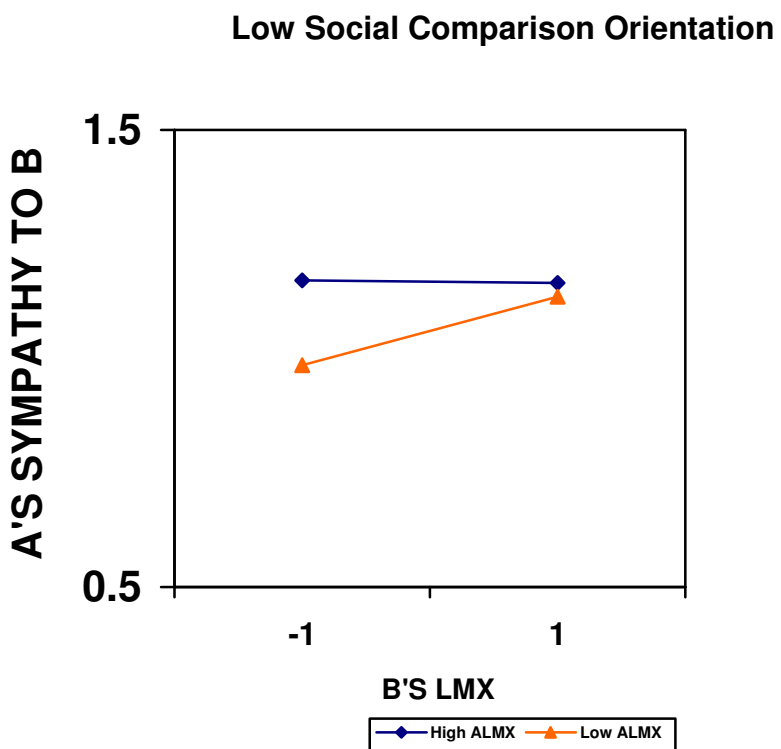


2. Figure 2. Three-way interactive effects of A's LMX, B's LMX, and social comparison orientation (SCO) on A's sympathy towards B.

2a

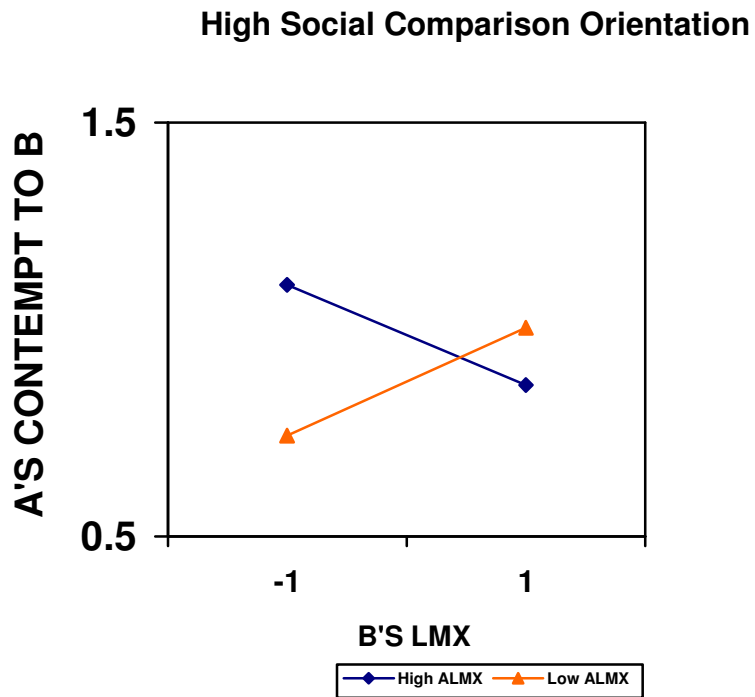


2b



3. Figure 3. Three-way interactive effects of A's LMX, B's LMX, and social comparison orientation (SCO) on A's contempt towards B.

3a



3b

