

# Interaction of Self-Enhancement Motives, Group Efficacy, and Directive Behavior of Leaders on Procedural Justice\*

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The three-way interactions of self-enhancement motives, group efficacy, and directive behavior of leader on procedural justice is tested in a manufacturing samples with social comparison framework. Specifically, the author hypothesized that self-enhancement motives-procedural justice relationship is positive among workers under high group efficacy-low directive leadership and low group efficacy-low group efficacy conditions, and the relationship is negative among workers with all other combinations of group efficacy and directive leader behavior. Self-esteem is discussed as a potential factor in the assumed mechanism that affects procedural justice. The three-way hypothesis was partially supported.

Key words: Procedural justice, self-enhancement motives, group efficacy, directive behavior of leader, social comparison

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## I. Introduction

Studying at the intersection of social psychology and law, Thibaut and Walker (1975) introduced a term *procedural justice* (Colquitt, 2012). The study suggested that disputants were willing to give up control in the decision-making stage as long as they were guaranteed control in the process stage. This means disputants think the procedure as fair when they had the right to present their opinion and sufficient time to explain their point of view. This effect is often referred to as the “voice effect” or “fair process effect” (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

There are several variables thought to be the antecedents of procedural justice(PJ): demographic characteristics (e.g., Kulik, Lind, Ambrose, & MacCoun, 1996), personality trait (e.g., George, 1991), team-level collectivism (e.g., Colquitt, Noe, & Jackson, 2002), and organizational practices (e.g., Leventhal, 1980; Thibaut & Walker, 1978). These studies mainly focused on the main effect on PJ. Even though some scholars adhered to moderation effect on PJ, they dealt with the interaction effect of individual/team-level variables separately. This means the study of the interactions of individual- and team-level variables is quite rare. It is well known that justice perception on organizational process is effected not only by individual-level concepts but also by team(or above team)-level concepts. For example, people’s self-image may form PJ perception and this relationship can be reinforced under specific team-level contingencies. Also, group mood or collectivism would impact on PJ when some member of the team have specific kinds of trait. Thus, considering the importance of PJ on organizational consequences such as attitude, performance, and extra-role behavior, it is also essential to verify the antecedents of PJ and its possible interactions. Considering many facet of PJ (i.e., appraisal system, compensation, decision-making process, etc.), we focus on PJ of appraisal system in this study.

## II. Theories and Hypotheses

### 1. Self-Enhancement Motives

Self-enhancement motives (SEM) is employee's level of motivation to attempt to control the impressions that others form by adjusting his or her behaviors. Person with high SEM have strong efficacy on the impression-making intervention process. Employees who are good at impression management tactics can make in the benefits in diverse domains such as job interview (Barrick, Shaffer, & DeGrassi, 2009), performance evaluation (Wayne & Liden, 1995), and social relations (Leary & Kowalski, 1990). Considering these potential benefits, it is not surprising at all that impression management is a common phenomenon in the contemporary workplace (Ashford & Northcraft, 1992; Grant & Meyer, 2009; Hui, Lam, & Law, 2000; Wayne & Green, 1993; Wayne & Liden, 1995; Yun, Takeuchi, & Liu, 2007). Given the prevalence of impression management behaviors in organizational settings, we posit that one should consider existence and impacts of high SEM individuals seriously when studying organizational phenomena.

SEM is thought to be based on individual's sensitivity to other people's perception of the person (Bolino, Kacmar, Turnley, & Gilstrap, 2008; Yun et al., 2007). In general, people who attend a great deal to their public image, or who have high SEM, tend to overestimate the extent to which others attend to them (Fenigstein, 1984), or, in other words, have relatively high evaluation apprehension. Evaluation apprehension is a concern about how one appears in the eyes of others. According to social comparison theory (Festinger, 1954), when people evaluate their own abilities or attitudes, they do so in part by comparing themselves to others. While it is true that all human beings use social comparison to some extent to learn about themselves, it would be arguably true as well that high SEM individuals tend to depend more heavily on social

comparison than those with low SEM, given the above mentioned relationship between impression management motives and evaluation apprehension. In this vein, the subjective psychological results of social comparison can be more salient to high SEM individuals. In other words, when the derived results of social comparison are negative (probably derived from upward comparison in which one compares him/herself with people who are more able), the impacts are likely to be more detrimental to high SEM person than to low SEM one. Losing some self-esteem is one of those impacts (Blanton, Pelham, De Hart & Kuyper, 1999). Franks and Marolla (1976) contended that self-esteem has two subcategories: one is *inner self-esteem*, which is based on efficacious action of the individual and the other is *outer self-esteem*, which is based on social support. According to their approach, self-esteem of the focal person is formulated not only by the efficacious belief that the person has, but also by the social supports and comparisons that the person gets from other people in the team. In this point of view, the effect of social comparison on self-esteem level will be different depending on the focal individual's SEM level. We assume that social comparison can affect self-esteem via *outer self-esteem* path. If it is the case, social comparison will affect self-esteem of only high SEM individuals or, at least, much more than it does that of low SEM ones.

The level of self-esteem seems to relate to several organizational consequences such as turnover intention and justice perception. Those who believe that they are important to the organization and feel included, or who have high self-esteem in the light of sociometer hypothesis (Leary, Tambor, Terdal, & Downs, 1995), are not likely to think about quitting or quit their jobs with the same frequency as those who have come to believe that they are not an important to the place (Pierce & Gardner, 2004). In fact, many studies (e.g., Gardner & Pierce, 2001; Matheson & Sterns, 1991; Phillips & Hall, 2001; Riordan et al., 2001; Wei & Albright, 1998; Vecchio, 2000) have shown negative relationships between self-esteem and turnover intention. Not only that, self-esteem is

reported to related to procedural justice (weighted mean  $r = .14$ ) (Cohen-Charash & Spector, 2001). Even though some scholars stand on the point that justice as antecedent of self-esteem (e.g., Schroth & Shah, 2000), the reverse relationship—self-esteem as antecedent of procedural justice—had empirical and theoretical supports in many studies (e.g., Brockner, Heuer, Siegel, Wiesenfeld, Martin, Grover, Reed, & Bjorgvinsson, 1998; Cohen-Charash & Spector, 2001; Vermunt, Knippenberg, Knippenberg, & Blaauw, 2001; Wiesenfeld, Swann Jr., Brockner, & Bartel, 2007). But the way of self-concept effect on procedural justice is not consistent according to each studies. In one study, the positive relationship between procedural justice and commitment was eliminated among those with low self-esteem (Wiesenfeld, Swann Jr., Brockner, & Bartel, 2007). This means procedural justice has effect on commitment only for person with high self-esteem. However, in other study, outcome-fairness with high self-esteem were more strongly related to outcome considerations than to procedural considerations, whereas outcome-fairness judgments with low self-esteem were more strongly related to procedural considerations than to outcome considerations (Vermunt, Knippenberg, Knippenberg, & Blaauw, 2001). It means self-esteem can be related not only to procedural justice but also to distributive justice and the determinants of the relationship is the level of self-esteem. This inconsistency in research may because of the presence of moderators on the relationship between self-concept and justice perception.

Regarding the concept of SEM, employees should regularly monitor their impact on co-workers and try to scrutinize the impressions of them others shape to give good impression to others (Leary & Kowalski, 1990). In addition, employees should also pay attention to situations or social context vigilantly and shift their self-presentation and behavior to fit the prevailing context ceaselessly. In short, a person should invest quite amount of cognitive resources for impression management. In this regard, high SEM employees are expected to not only get the benefits but also suffer the costs from performing impression

management practices. In this case, defining which specific situational factor makes either benefits or costs more salient to the focal employee constitutes very important issue.

## 2. Group Efficacy as a Situational Cue

### 1) Trait activation

One's behaviors can dramatically vary along with the situation in which the person is placed. According to trait activation theory (Tett & Guterman, 2000), a person's behaviors are affected by the person-situation interaction and can be explained on the basis of reactions to trait-relevant cues found in situations. With regard to impression management, people often do not make daunting efforts to create a favorable impression to all lengths, but simply try to ensure that their public face is intact (Leary & Kowalski, 1990). In this case, SEM is dormant. Under certain settings, however, people become motivated to proactively control how others evaluate them (Leary & Kowalski, 1990). Now, SEM is activated. In this line, we propose that SEM is not in manifestation under all situations, but activated under only certain relevant circumstances or social settings. With this perspective, it is expected that even those with very high SEM do not always try to manage their impressions, rather selectively manifest their impression management motives based on situational factors. One crucial situational factor that an employee must confront is team members. When it comes to impression management, efficacy of team members can be a trait-relevant cue as below.

### 2) Group efficacy

Group efficacy (GE) or collective efficacy indicates the group's conjoint capabilities to organize and execute the courses of action required to produce given levels of attainments (Bandura, 1997, p. 447). In organizational contexts, GE showed

the positive relationship with group problem solving (Kline & MacLeod, 1997), group learning (Edmondson, 1999), and performance in service (Gibson, 1999), manufacturing (Little & Madigan, 1997), and simulated settings (Gibson, Randel, & Earley, 2000).

To a specific individual, GE might be an indicator of team members' general work-related capability that the focal person perceived. According to selective attention theory (Simons & Chabris, 1999), people cannot focus on everything, and the knowledge they bring to bear on a given situation allows them to allocate their attention to the most important elements and ignore the rest. And at workplace, ability to perform well is probably the most important and relevant element in the given situation. If this is the case, people might use the information that connotes performance-related ability exclusively to define who are important others at work, because they cannot attend to and consider every information simultaneously. In this vein, the higher a person perceives GE, the more important team members might become in the person's subjective reality. And the more important team members become, the higher the focal person's evaluation apprehension escalates (Blascovich, Mendes, Hunter, & Salomon, 1999; Cottrell, Wack, Sekerak, & Rittle, 1968; Seta & Seta, 1992). Evaluation apprehension is a concern about how one appears in the eyes of others. Given the definitions of SEM and evaluation apprehension, it is feasible that SEM gets reinforced or activated when evaluation apprehension ratchets up. All other things being equal, people are more motivated to manage their impressions for people who are powerful, of high status, attractive, or likable (that is, more important) than for those who are less so (Schlenker, 1980). It is possible that people are more motivated because the presence of people who are powerful, of high status, attractive, or likable leads to the increased evaluation apprehension. Against above-mentioned grounds, we posit that an employee's SEM is activated when the perceived GE is high because the employee is likely to deem team members as important others under the

high GE condition.

### 3. Directive Behavior of Leaders

Impression management necessarily incurs mental costs. An employee should regularly monitor the status quo and predict the future outcomes that will be resulted from specific behaviors to successfully manage his or her impression (Leary & Kowalski, 1990). According to conservation of resources theory (Hobfoll, 1988, 1989), unclear definition of the tasks can prevent the individuals to use their cognitive resources efficiently and cause a high level of stress due to the inefficient and excessive use of cognitive resources. In this vein, a person with high SEM may suffer huge stress under the ambiguous work settings, and, given the stressor - strain perspective, the individual is consequently likely to get to have low PJ perception and high turnover intention in such situation. Contrary, when things are highly predictable, a person could reap the benefits of impression management with relatively small cognitive costs, and thus have high PJ perception and lower turnover intention.

We propose that leaders' directive behavior can serve as a contingent variables that effects the strsss level of uncertainty in above-described mechanism. According to House and Mitchell (1986), directive leader is a leader who lets subordinate know what is expected of them, gives specific guidance as to what should be done and how it should be done, maintains definite standards of performance and asks that group members follow standard rules and regulations. Representative behaviours of the directive type include issuing instructions and commands, and assigning goals for employees (Pearce & Sims, 2002). Kahai, Sosik, and Avolio (1997) posited that directive leadership practices can decrease the level of uncertainty that employees confront by making rules clear for behaviors at workplace. In other words, directive behavior of leaders can reduce ambiguity of task and increase predictability of it.

However, the effect of direct leader behavior on PJ is not that simple. People's perception of uncertainty is not solely formed by leaders' behavior. We should also consider the coworkers on the line of social comparison process. If my coworkers are competent and intelligent, we have to put more knowledge and effort to conduct the given tasks. If a leader of the high-efficacy team is directive, the focal person can get a lot of stress because he/she has to do better job than coworkers whose competency is superior to the members of other teams. Due to the leadership is directive, the person and the coworker in the same team should compete to conduct tasks which have very specific and narrow-down coverage. In this case, the person's efficacy on the impression-making intervention process (i.e., PJ perception) could be lowered. Thus, it is important to consider leadership style and group efficacy together to verify the precise PJ perception mechanism.

#### 4. Joint Effects of SEM, Group Efficacy and Directive Behavior of Leaders on PJ perception

As mentioned before, we suggest that high SEM individuals' self-esteem level and PJ perception can be affected by social comparison process through *outer self-esteem* path (Franks & Marolla, 1976). When a person conducts social comparison, *self* can be either the individual self or the collective self. When coworkers seem to have enough ability to do the works (i.e., high group efficacy), PJ perception on appraisals is up to the level of relative amount and quality of efforts that the focal person delivers. PJ, which is expressed by efficacy on appraisal process in his/her control will up to the work conditions or constraints made by the leader. In this case, people would experience more PJ when leader is non-directive, regardless of the level of SEM. Conversely, when group efficacy is low, PJ perception will be differ according to the level of SEM and leadership style. All in all, we propose that social comparison affects high SEM individual's

PJ perception on appraisal, and that group efficacy and leadership style jointly shape the specific features of the social comparison frame the individual use. Below, we describe the specific predictions.

1) High group efficacy and high directive leader behavior

In high group efficacy condition, a person may have desirable perception of coworkers' ability. This means high SEM person should do more intervention to effect the process of appraisal because other person in the same group has enough competency to deserves favorable evaluation. But leaders' directive behavior can harm the scope of each individual's discretion towards the process. Thus PJ perception on appraisal will decrease.

2) High group efficacy and low directive leader behavior

On the line of previous situation, a person with high SEM would conduct more intervention to effect the process of appraisal. If leaders conduct non-directive style of behavior in this situation, a focal person's discretion scope would be larger. Then PJ perception on appraisal will increase.

3) Low group efficacy and high directive leader behavior

In low group efficacy condition, a person may have undesirable perception of coworkers' ability. This means the subjective possibility of getting higher level of appraisal would be increased. But, leaders' directive behavior can harm the scope of each individual's discretion towards the appraisal process. Thus PJ perception on appraisal will decrease, especially for high SEM person.

4) Low group efficacy and low directive leader behavior

On the line of previous situation, a person with high SEM would conduct more intervention to effect the process of appraisal, especially when perceived capabilities of coworkers (i.e., group efficacy) is low. If leaders conduct

non-directive style of behavior in this situation, a focal person's discretion scope towards the appraisal process would be larger. Then PJ perception on appraisal will increase.

In sum, we propose the following hypothesis.

*Hypothesis: The SEM - PJ perception on appraisal relationship is jointly moderated by group efficacy and directive behavior of leaders. The relationship is positive among workers under high group efficacy-low directive leadership, and low group efficacy-low directive leadership combinations, and negative among workers with two other combinations of group efficacy and directive leadership.*

### III. Methods

#### 1. Participants

Data were collected from employees in a shipbuilding company during two month from March and April in 2011. Only the regular workers, not the temporarily ones, participated in the study. The total participants of the survey were 1017 employees, which meant 74.8% of employees of the firm responded. Among the participants, 7.29% were females with the mean age 33.03 (SD = 4.98) years. All participants had undergraduate degrees and they stayed in the organization for 3.64 years in average (SD = 4.23).

#### 2. Survey Procedures

We prepared two sets of survey according to the referent of questionnaires, one about participants themselves and their leader, and the other about their groups (i.e., teams) and organization. Only the person who had finished the

first set of survey could participate the second set of it. This strategy was in an effort to minimize same-source bias. we distributed questionnaires through email to all employees. Before sending the emails, human resources team members of the firm and the authors met to discuss the topic, variables, questionnaire items, and personnel data such as performance appraisal scores. After the discussion, we received email addresses of all employees. Questionnaires were attached the email including a letter of notice and for-return address. When a participant answered a question, the answer was stored immediately in the email server that we could check in my desktop. we had daily connections with all clerks in the personnel office to verify the present response status. we resend the questionnaires on a regular basis (every three days) to encourage the participants who did not answer. During the survey period, personnel data were gathered with the help of the people of human resource department.

### 3. Measurement

All measures for the study variables were translated in Korean. To verify the validity of the translated measures, factor structure of each variable was checked with confirmatory factor analysis. The results revealed the same factor structures as the original measures had suggested for all measures. All the measures we used were transformed into a 7-point response scale regardless of the original forms (1 = *strongly disagree*, 7 = *strongly agree*).

#### 1) Self-enhancement motives

We measured self-enhancement motives by using Yun et al. (2007)'s six-item scale. Cronbach's  $\alpha$  was .98. A sample item includes, "I intend to change my behaviors to create a good impression to others."

## 2) Directive Leadership

Directive behavior of leaders was measured with items from Pierce and Sims (2002). Cronbach's  $\alpha$  was .93. A sample item includes, "My team leader works with me to develop my performance goals."

## 3) Group efficacy

Because perceived level of ability is more important than objective ability index in social comparison process, we used self reported member perception data for group efficacy. A seven-item ( $\alpha = .88$ ) scale developed by Riggs and Knight (1994) was used to measure group efficacy. A sample item includes, "The department we work with has above average ability."

## 4) Procedural justice

To measure procedural justice on evaluation, we used the seven-item scale from Colquitt (2001). Because the original scale was composed by question-type sentences, the authors modified them to nonquestion-type sentences to maintain consistency with other measures used in the same survey package. Cronbach's  $\alpha$  was .93. A sample item includes, "I have been able to express my views and feelings during the evaluation procedures."

## 5) Control variables

We controlled the results of performance appraisal, self-efficacy and supportive leadership. First of all, performance appraisal result of the previous year was controlled. Actual appraisal result could have effect on PJ perception. Thus the result was considered as a main control variable. We got the performance appraisal records with the help of personnel department. Performance was measured by using 5-points scale.

Second, self-efficacy was controlled, considering the conceptual similarity between self- and group efficacy. A person with high self-efficacy performs

better than a person with low efficacy (Stajkovic & Luthans, 1998). Also, Self-efficacy can energize or debilitate people when faced with discrepancies between desired objectives and actual achievements (Whyte & Saks, 2007). Individuals who feel they don't have the skills, capabilities, or resources to attain objectives are easily discouraged when performance flags. In contrast, highly efficacious individuals who have confidence will increase their efforts and persist until success is attained (Bandura, 1997). Efficacy judgments regulate how much effort people exert and how long they persist in the face of adversity. Thus, self-efficacy should be controlled to figure out the exact effect of group efficacy. We used 8-item scale from Chen, Gully, & Eden (2001) to measure self-efficacy. Cronbach's alpha was .87.

Third, supportive leadership was controlled. The essence of path-goal theory is that effective leaders conduct behaviors that complement subordinates' environments and abilities in a manner that compensates for deficiencies and is instrumental to subordinate satisfaction and individual and work unit performance (House, 1996). In this line of thought, leaders behavior including supportive and directive styles can influence to each other. Thus, the effect of supportive leadership should be considered to verify the exact impact of directive behavior. We used items from Atwater(1988) to measure supportive leadership. Cronbach's alpha was .97.

## IV. Results

Table 1 presents descriptive statistics results. Most of correlation coefficients showed expected tendency. However, several unexpected relationship were found. Self-efficacy and group efficacy ( $r = -.21, p < .01$ ) and performance appraisal results and self-efficacy ( $r = -.08, p < .01$ ) was negatively related. Supportive leadership ( $r = .40, p < .01$ ) and directive leadership ( $r = .37, p <$

.01) were positively related to procedural justice perception on appraisal. Two leadership styles were showed high-level of correlation ( $r = .70, p < .01$ ), suggesting that controlling one should be need to verify the true effect of the other.

〈Table 1〉 Descriptive Statistics and Inter-correlations of Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7
Performance Appraisal Result	3.17	0.81	--						
Supportive Leadership	4.48	0.93	.11**	(.97)					
Self-Efficacy	5.35	0.87	-.08**	.17**	(.87)				
Self Enhancement Motive	5.33	0.85	.03	.21**	.31**	(.89)			
Directive Leadership	4.67	0.91	.08*	.70**	.18**	.25**	(.93)		
Group Efficacy	5.06	1.07	.00	.37**	-.21**	.22**	.35**	(.88)	
Procedural Justice	3.74	1.15	.21**	.40**	.03	.09**	.37**	.25**	(.93)

Note. All variables except performance appraisal results were measured on a 7-point scale. Performance appraisal results were modified to 5-point scale. Numbers in parenthesis are Cronbach's alpha.

$N = 1017, * p < .05, ** p < .01.$

For testing the hypothesis, we conducted the four-step hierarchical regression. We controlled performance appraisal results, self-efficacy, and supportive leadership at Step 1, and created cross-product terms using centered predictors to avoid multicollinearity (Aiken & West, 1991) and then entered the main effects at Step 2, the three two-way interaction terms at Step 3, and the three-way interaction term at Step 4 (see Table 2). All control variables were significant at all steps. Two-way interaction terms were not significant at Step 3 except the product term of SEM and directive leader behavior ( $\beta = .60, p < .05$ ). At Step 4, the three-way interaction term was significant and added unique variance ( $\beta = -2.65, = .23, \Delta = .00, p < .05$ ).

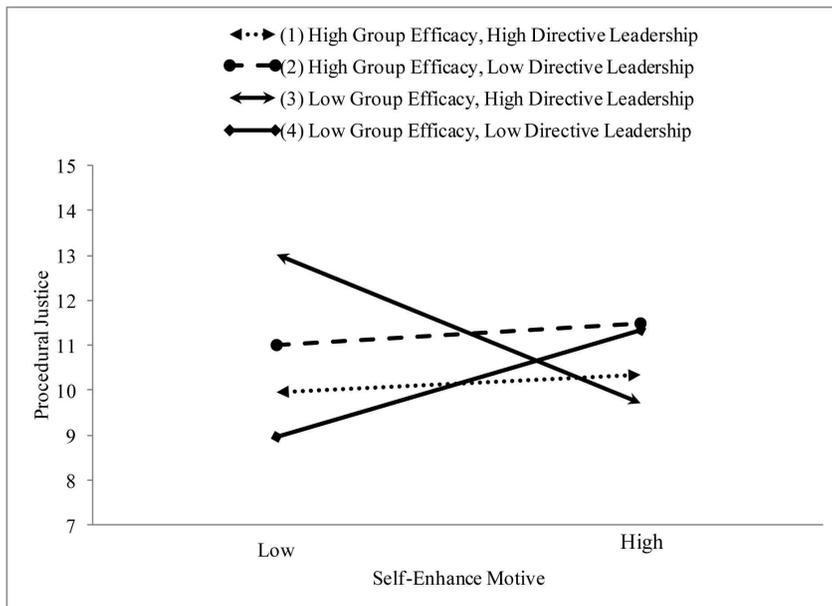
〈Table 2〉 Hierarchical Regression Coefficients for Procedural Justice

Predictors		$\beta$	$t$	Adjusted $R^2$	$\Delta R^2$
Step 1	Performance Appraisal Results	.17**	6.11**	.19**	.19**
	Self-Efficacy	-.05 <sup>†</sup>	-1.88 <sup>†</sup>		
	Supportive Leadership	.39**	13.58**		
Step 2	Performance Appraisal Results	.18**	6.39**	.22**	.03**
	Self-Efficacy	-.08**	-2.69**		
	Supportive Leadership	.24**	6.10**		
	Directive Leadership(DL)	.16**	4.05**		
	Self-Enhancement Motive(SEM)	-.01	-.24		
	Group Efficacy(GE)	.12**	3.87**		
Step 3	Performance Appraisal Results	.19**	6.65**	.23*	.01*
	Self-Efficacy	-.08**	-2.82**		
	Supportive Leadership	.23**	5.83**		
	DL	.01	.07		
	SEM	-.36*	-2.23*		
	GE	-.43*	-2.04*		
	SEM × GE	.60*	2.32*		
	SEM × DL	.05	.20		
	GE × DL	.20	1.01		
Step 4	Performance Appraisal Results	.19**	6.67**	.23*	.00*
	Self-Efficacy	-.09**	-2.89**		
	Supportive Leadership	.23**	5.90**		
	DL	-1.28*	-1.94*		
	SEM	-1.28**	-2.69**		
	GE	-1.73*	-2.59*		
	SEM × GE	2.34**	2.64**		
	SEM × DL	1.81*	2.03*		
	GE × DL	2.42*	2.20*		
	SEM × GE × DL	-2.65*	-2.05*		

$N = 1017$

<sup>†</sup>  $p < .10$ , \*  $p < .05$ , \*\*  $p < .01$ .

To illustrate the form of the three-way interactions, we created four combinations (Group 1: high group efficacy and high directive leader leadership; Group 2: high group efficacy and low directive leader leadership; Group 3: low group efficacy and high directive leader leadership; Group 4: low group efficacy and low directive leader leadership) of group efficacy and directive leader behavior (cutoffs at one standard deviation above and below the mean) and plotted one SEM-PJ slope for each group (Aiken & West, 1991; Dawson & Richter, 2006). We present the plots in Figures 1. The slopes for Group 1, Group 2, and Group 4 were positive. However, the slopes for Group 3 (low group efficacy and high directive leader leadership), which had been hypothesized to be negative, was revealed as negative as we expected. This means the interaction effect of SEM and directive leadership is found only when the level of group efficacy was low. Thus, the hypothesis was partially supported.



<Figure 1> Three-way interaction plot of self-enhance motive, group efficacy, and directive leadership predicting procedural justice

## V. Discussion

We tested hypothesis based on social comparison and uncertainty management concepts. The results suggest that group efficacy level can alter the individual's psychological response under the same leadership condition. Despite the common intuition, high group efficacy was not always good thing to the group members. In fact, under high directive leadership condition, high group efficacy was related to low level of PJ perception, regardless of SEM status. We interpret this as a result of a lost self-esteem originated from intragroup interpersonal social comparison. Considering that the nature of comparison is like zero-sum game, it is quite understandable that being surrounded by capable figures is not that desirable situation, especially for the people with high directive leaders. More interesting and promising, however, are the results of workers under the low group efficacy condition. Under this situation, high directive leadership did not contribute PJ perception of high SEM workers. Rather, low directive behavior of leader elevated PJ. We think that the different results of high group efficacy condition from low group efficacy one were generated by difference between self-concepts that workers develop for social comparisons under each condition. Specifically, high group efficacy might stimulate perceived competency of coworkers, and this perception could enable individuals (especially for high SEM persons) to put more energy to intervene organizational process such as appraisal.

We couldn't get the full support for the expectations regarding to direction of the specific slopes of interactions. We interpret this discrepancy between our expectations and statistical results as below. In the practical point of view, we cannot know and include every PJ-related variables in research model. Because justice perception is a multidimensional construct, explicitly displayed level of PJ can vary across individuals and organizations by various factors. In this sense, relative patterns between slopes can be much more important and meaningful.

In this light of view, we should focus on slope difference than on each slope per se. If this logic is correct, that is, if social comparison is a crucial factor in adjusting self-esteem and, in turn, justice perception, and SEM level indicates responsiveness to social comparison results, the slope that represents SEM-PJ relationship under positive social comparison condition should be different from that under negative social comparison condition. In this sense, two-way interaction between SEM and social comparison results is expected. However, in our research model, social comparison was not directly measured with one variable. Instead, interaction of group efficacy and directive behavior of leader represents the characteristics of social comparison results, either positive or negative. With competent coworkers, or high group efficacy, high directive leader behavior (Group 1) makes it hard to compete my fellow friends because the means and methods to conduct given tasks are fixed by the leader. Thus, in this case, PJ perception would be lowered than the situation of low directive behavior of leader (Group 2), regardless of SEM level. With incompetent coworkers, or low group efficacy, high directive leader behavior (Group 3) makes it hard to compete my fellow friends even though their level of possible achievement seems to be not that high. Thus, people with high SEM (whose need to control the work process is quite high) would feel procedural injustice, compared to the situation of low directive behavior of leader (Group 4). High SEM person with low group efficacy can actually feel high PJ when leadership style is nondirective because he/she has no constraints to intervene the process.

We expect this study contributes to the literature in following three ways. First, we have advanced the understandings on impression management motives by exploring it in conjunction with GE based on trait activation theory. Although some researchers noted that impression management might be situation-specific trait (e.g. Leary & Kowalski, 1990), little attention has been paid to testing the possibility empirically. In this study, we found that SEM is associated with PJ, and supposedly with efficacious feelings in process intervention, in

some situations but not other situations.

Second, this study contributes to justice research and leadership literature by examining the situation in which directive behavior can enhance procedural justice by making work settings more predictable. The study results suggest that directive leadership can harm PJ perceptions for high SEM subordinates with low group efficacy because specific directions might decrease the subordinates discretion on the appraisal process and increase their anxiety.

Last but not least, by exploring the three-way interactions, we could confirm that one should consider individual employee (SEM in our study), team characteristic (GE), and leader style (DL) simultaneously in comprehensive perspective to fully understand the organizational phenomena.

## 1. Implications for Practice

First of all, the finding suggests that group efficacy alone is not enough to predict PJ perception. When high efficacious team or group has directive leadership, the consequences of them is low level of PJ regardless of SEM level. This means leader of high-efficacious team should perform nondirective style of behavior to enhance the subordinates PJ.

Second, Given the prevalence of impression management behaviors in today's organizations (Ashford & Northcraft, 1992; Grant & Meyer, 2009; Hui, Lam, & Law, 2000; Wayne & Green, 1993; Wayne & Liden, 1995; Yun, Takeuchi, & Liu, 2007), possible negative organizational impacts that low group efficacy and directive behavior of leader can have is not negligible at all. When managers focus on efficacy of teams or groups concerning the performance, they should consider their leadership style as well to achieve long term success based on deep level commitment coming from fairness perception.

## 2. Limitations and Future Research

There are several limitations of the current study. First of all, we measured all variables using self-report methodology. Even though we split the survey questionnaires and conducted the web survey in two separate time, we admit that there is still a high possibility of method variance and this may have biased the result (Spector, 2006). Second, all the data we have used in the analyses were from one manufacturing company in South Korea. In this company, 92% of people were men and only 8% of participants were women. We reason that samples with bigger variability in employee could help researchers see the expected interactions more clearly. In addition, considering the cultural influences, the replications in other countries (with data from non-manufacturing firms) are strongly recommended.

In the theory, self-esteem is the most fundamental factor that leads the whole flow of the mechanism. However, we couldn't include and measure self-esteem. Only we could was to conjecture plausible mechanisms and set hypothesis that predicts specific results, which are consistent to my logic in which self-esteem plays a role. But it is not because we are lazy. In the research design, changes in self-esteem, not self-esteem level itself, are assumed to affect PJ. Thus, methods that just measure cross-sectional self-esteem and compare between-subject variations are not valid at all. Each individual has one's own base level of self-esteem, which is presumably different from the base level of others due to differences of individual dispositions or experiences, and personal standards or guidelines that each individual adopts to interpret and relate given level of self-esteem to certain level of desire to belong to the group might be different as well. Therefore, within-subject data are needed. The problem is, for such within-subject data, that we should be able to access the self-esteem level from the time that is prior to the time when the focal person joined the current team or group. In most organizations, such data are not achievable.

Only quasi-experiment methods could overcome such obstacles.

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## 자기고양동기, 집단효능감, 리더의 지시적 행동방식 간 상호작용이 절차적 정의인식에 미치는 영향

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### 요 약

본 연구에서는 자기고양동기, 집단효능감, 리더의 지시적 행동방식 간의 3원 상호작용이 절차적 정의인식에 미치는 영향에 관하여 검증하였다. 조직정치 관련 문헌에서 주로 연구된 자기고양동기는 타인과 자신에 대한 사회적 비교과정의 영향을 받는다는 점에 착안하였으며 이 과정에서 집단효능감과 리더의 행동방식이 상황요건으로 고려되었다. 이는 리더십에 대한 기존 연구들 가운데 경로-목표 모형의 논리구조를 응용한 것으로서 리더십의 효과성에 영향을 미치는 요인들 가운데 개인적 측면(자기고양동기)과 집단적 측면(집단효능감)간의 상호작용을 주된 검토대상으로 삼은 것이라 할 수 있다.

3원 상호작용에 관한 가설 수립에 있어서 모두 4가지 상황을 고려하였다. 집단효능감이 높은 상황과 낮은 상황 각각에 대하여 리더의 행동방식이 지시적인 경우와 그렇지 않은 경우를 상정하였으며 이들 4가지 상황 모두에 대하여 자기고양동기가 높은 구성원이 그렇지 않은 구성원에 비해 높은 수준의 절차적 정의인식을 가질 것인지 아니면 낮은 수준의 인식을 가질 것인지를 가설화 하였다.

가설의 검증을 위해서 제조업체 한 곳으로부터 설문조사를 실시하였다. 설문실시에 있어서는 동일방법편의를 피하기 위하여 설문조사를 두 번에 걸쳐 나누어 실시하였는데, 자기 자신과 리더에 대한 응답을 1차 설문에서, 그리고 팀과 조직에 대한 응답을 2차 설문에서 수집하였다.

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가설검증 결과 당초 예상과 유사한 패턴과 상이한 패턴이 혼재되어 나타났다. 대부분의 경우 자기고양동기가 높은 구성원은 절차적 정의인식을 집단효능감에 관계 없이 높은 수준으로 가지는 것으로 나타났지만, 구성원이 인식하는 집단효능감이 낮으면서 동시에 리더가 상대적으로 덜 지시적인 방식의 리더십을 발휘하는 경우에는 자기고양동기가 높을수록 오히려 절차적 정의인식이 낮아지는 패턴이 발견되었다. 이는 낮은 집단효능감, 즉 주변 동료들의 역량에 대한 신념이 약한 상황 하에서 정치적 동기가 큰 구성원은 조직의 의사결정이나 문제해결 과정에 적극적으로 개입하기를 원하지만 상사가 구성원의 업무재량을 줄이기 때문에 절차적 공정함을 덜 느끼는 것으로 해석할 수 있다.

이상의 결과는 이론적, 실무적으로 여러 시사점을 제공한다. 이론적인 측면에서는 집단효능감이 그 자체적으로 긍정적 또는 부정적 효과를 준다고 단언하기 어렵다는 점을 발견했다. 이는 많은 기존 연구의 내용들과 궤를 같이하는 것으로서 집단효능감의 효과에 영향을 주는 상황요건 가운데 리더십의 역할을 발견했다는 점에서 본 연구의 의의가 있다. 또한 조직정치 측면에서도 시사점이 있다. 구성원의 자기고양동기가 높은 경우에는 상사가 팀원들의 인적구성, 특히 역량의 측면을 면밀히 고려하여 리더십 스타일을 달리하여야 한다는 점이 발견되었다. 만약 집단효능감이 낮은, 하지만 자기고양동기가 높은 구성원에게 지시적 스타일로 대한다면 구성원은 조직의 의사결정 과정 및 절차에 대하여 낮은 수준의 공정성 지각을 가질 가능성이 있음에 유의해야 한다.

그럼에도 불구하고 본 연구에는 한계가 분명히 존재한다. 비록 설문시점을 분리하였다고는 해도 모든 변수의 측정을 자기보고법으로 수행한 것이 첫째요, 사회적 비교 과정에서 중요한 변수라 할 수 있는 자존감의 측정이 이루어지지 않은 것이 둘째다. 또한 본 연구에서 수행한 3원 상호작용의 효과를 보다 엄밀히 측정하기 위해서는 실험설계를 통한 연구를 수행할 필요가 있다. 이상의 한계점은 추후의 연구를 통해 보완되어야 할 것임에 분명하다.

키워드: 절차적 정의, 자기고양동기, 집단효능감, 리더의 지시적 행동, 사회적 비교