

# The Dark Side of Organizational Behavior

Ricky W. Griffin and  
Anne M. O'Leary-Kelly  
Editors

Foreword by Robert D. Pritchard

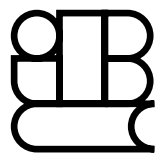


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Our overall objective is to inform and to stimulate research for SIOP members (students, practitioners, and researchers) and people in related disciplines, including the other subdisciplines of psychology, organizational behavior, human resource management, and labor and industrial relations. The volumes in the Organizational Frontiers Series have the following goals:

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# Foreword

This is the twenty-first book in the Organizational Frontiers series of books initiated by the Society for Industrial and Organizational Psychology (SIOP). The overall purpose of the series is to promote the scientific status of the field. Ray Katzell first edited the series, followed by Irwin Goldstein, Sheldon Zedeck, and Neal Schmitt. The editors and topics for the volumes are chosen by the editorial board, or individuals propose topics for the volumes to the editorial board. The series editor and the editorial board then work with the volume editor(s) in planning the volume. During the writing of the volume, the series editor often works with the volume editor and the publisher to bring the book to completion.

The success of the series is evident in the high number of sales (now over forty-five thousand). Volumes have received excellent reviews, and individual chapters as well as entire volumes have been cited very frequently. A recent symposium at the SIOP annual meeting examined the impact of the series on research and theory in industrial and organizational psychology. Although such influence is difficult to track and volumes are varied in intent and perceived centrality to the discipline, the conclusion of most participants was that the volumes have exerted a significant impact on research and theory in the field and are regarded as being representative of the best the field has to offer.

This volume, edited by Ricky Griffin and Anne O'Leary-Kelly, reflects new thinking and research on a series of issues that reflect negative behaviors in organizations, hence the name *The Dark Side of Organizational Behavior*. There is a clear need for attention to these topics. Most research in industrial and organizational psychology and organizational behavior has focused on the positive contributions people make to organizations. Although the positive side is clearly important, there is a growing awareness of the impact of

more negative aspects of behavior, such as theft, harassment, alcohol and drug abuse, and retaliatory behavior. This volume pulls together the research and thinking of some of the strongest scholars in these areas. We all hope this volume will energize researchers in this important topic of our discipline and stimulate new ideas about how to understand and deal with negative behaviors.

The volume has a number of important strengths. First, it covers a broad range of topics, including workplace aggression and violence; injustice, stress and aggression; intimate partner violence and the workplace; discrimination; sexual harassment; sexual orientation discrimination; the dark side of organizational politics; under-the-table deals; extreme careerism; psychological contract breach violations; alcohol and drug abuse; organizational retaliatory behavior; incivility; and employee theft.

The volume also focuses on the antecedents, processes, and consequences of behaviors in organizations that have a negative impact on the organization, the people in them, or the people in their environments. It also considers all levels of analysis from the individual to the organizational to, in some cases, the societal level as well. It considers the practical issues of how organizations do or could deal with such negative behaviors.

Another major strength of the volume is how it identifies the research needs and agenda for each area, including the appropriate research methodologies. This strength is particularly important because we want the volume to stimulate research. The more the questions and methodologies are presented by these experts, the better other researchers can use the information to do new research. Future research ideas are presented in each chapter and covered extensively in the concluding chapter, where the editors present a valuable summary of the conceptual issues and research needs in this area. For scholars who are interested in the dark side topics, this concluding chapter presents an excellent summary of the important issues and a road map for guiding future research.

An interesting point the editors make in the concluding chapter is that each of these dark side behaviors is actually quite distinct from the others. The editors argue the importance of this issue in noting that earlier work in this area tended to combine negative behaviors into categories such as “workplace aggression” or “organizational deviance.” Such grouping offered little discriminant validity

between the behaviors, and the concern was that identifying antecedents and consequences for separate behaviors was not really feasible. By breaking down these general behaviors more specifically, the editors show that studying them separately is not only possible but also highly desirable.

The target audiences for the Organizational Frontiers Series include graduate students in industrial and organizational psychology and organizational behavior, as well as doctoral-level researchers and practitioners who want to gain knowledge on the most up-to-date data and theory regarding these dark side behaviors. I believe that this book represents a significant advance in our thinking about such negative behaviors. It broadens our perspective on important dark side behaviors, combines current theory and empirical work, and integrates these in a way that should have a major impact on the scholarship and practice in our field for years to come.

The editors and chapter authors deserve our gratitude for pursuing the goal of clearly communicating the nature, application, and implications of the theory and research described in this book. Production of a volume such as this involves the hard work and cooperative effort of many individuals. The editors, the chapter authors, and the editorial board all played important roles in this endeavor. Because all royalties from the series are used to help support SIOP financially, none of the participants received any remuneration. They deserve our appreciation for engaging in a difficult task for the sole purpose of furthering our understanding of organizational science. We also express our sincere gratitude to Cedric Crocker, Matt Davis, Nina Kreiden, and the entire staff at Jossey-Bass/Pfeiffer. Over many years and several volumes, they have provided support during the planning, development, and production of the series.

*January 2004*

Robert D. Pritchard  
*University of Central Florida*  
*Series Editor, 2003–2008*



# Preface

George Lucas has made numerous contributions to American popular culture, none more ubiquitous than the concept of “the dark side.” Indeed, there are not many people today who cannot readily see or hear Darth Vader beckoning young Luke Skywalker to “give in and turn to the dark side of the force.” And more than a few no doubt secretly think that perhaps once, just once, the noble hero should consider using his adversary’s own methods against him. After all, wouldn’t it be just the sweetest justice of all to see Luke embrace the dark side but then use it to smite down both Lord Vader and the evil emperor and his minions before returning to the light and again becoming the noble hero?

But when the concept of the dark side is taken off the movie screen and applied to a real world context such as an organization it quickly loses its allure. Indeed, there is nothing lighthearted about the real dark side—situations in which people hurt other people, injustices are perpetuated and magnified, and the pursuits of wealth, power, or revenge lead people to behaviors that others can only see as unethical, illegal, despicable, or reprehensible.

This book represents a collective effort by an array of organizational scholars to explore and reveal the true nature of the dark side as applied to organizational behavior. The contributors were selected because of their past and current work in areas that reflect the dark side. Each was invited to tackle a specific part of the dark side of organizational behavior, charged with reviewing existing theory and research about that behavior, and challenged to outline and propose avenues for future research.

We would like to thank these contributors for agreeing to join us and for working diligently to achieve the goals set out before them. We would also like to thank Robert Pritchard. It was Bob who first proposed this volume to us and who then provided encouragement and support in many different ways as we moved

through the process of creating this book. We would also like to acknowledge numerous reviewers who helped us and the other authors sharpen our thinking and refine our ideas. These reviewers include Vikas Anand, University of Arkansas; Allen Bluedorn, University of Missouri; Wendy Boswell, Texas A&M University; Lynn Bowes-Sperry, Western New England College; Dan Ganster, University of Arkansas; David Glew, Tulsa; Michelle Duffy, University of Kentucky; Deborah Knapp, Kent State University; Ramona Paetzold, Texas A&M University; Christine Pearson, Thunderbird; Robert Pritchard, University of Central Florida; Daniel Skarlicki, University of British Columbia; Bennett Tepper, University of North Carolina at Charlotte; Lois Tetrick, University of Houston; Bill Turnley, Kansas State University; Michael Wesson, Texas A&M University; Richard Woodman, Texas A&M University; Stuart Youngblood, Texas Christian University; and Jing Zhou, Rice University.

*January 2004*

Ricky W. Griffin  
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## The Contributors

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**Anne M. O'Leary-Kelly** is a professor in the Department of Management at the University of Arkansas. She received her Ph.D. in organizational behavior and human resources management from Michigan State University in 1990. Her research interests include the study of aggressive work behavior (violence and sexual harassment) and individual attachments to organizations (psychological contracts and identification). Her work has appeared in the *Academy of Management Review*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Journal of Management*, and *Journal of Organizational Behavior*; as well as other publications. She has been a corecipient of the Outstanding Publication in Organizational Behavior Award and the Dorothy Harlow Outstanding Paper Award given by the Academy of Management; a corecipient of the Richard A. Swanson Award for Excellence in Research from the American Society for Training and Development; and a corecipient of the Ralph C. Hoerber Award for Excellence in Research for

work published in the *American Business Law Journal*. She currently serves on the executive committee of the Organizational Behavior Division of the Academy of Management.

**Robert A. Baron** is Dean R. Wellington Professor of Management and professor of psychology at Rensselaer Polytechnic Institute. He received his Ph.D. from the University of Iowa in 1968, and has held faculty appointments at Purdue University, the University of Minnesota, University of Texas, University of South Carolina, University of Washington, and Princeton University. He has been a Fellow of the American Psychological Association since 1978, and is also a Charter Fellow of the American Psychological Society. Baron has published more than one hundred articles in professional journals and thirty-five chapters in edited volumes. He is the author or co-author of forty books in the fields of management and psychology, including *Behavior in Organizations* (8th ed.) and *Social Psychology* (10th ed.). His new book, *Entrepreneurship: A Process Perspective*, was published in January 2004. Baron's research and consulting activities focus primarily on social and cognitive factors in entrepreneurship, workplace aggression and violence, and the impact of the physical environment (for example, lighting, air quality, and temperature) on productivity.

**Michael G. Bowen** is a visiting professor at the University of South Florida. He received a Ph.D. in business administration from the University of Illinois at Urbana-Champaign. He previously served on the faculty of the University of Notre Dame. Bowen has published scholarly papers and case studies on the escalation phenomenon, business ethics, leadership, organizational culture, political behavior, and decision making. His articles have appeared in such journals as the *Academy of Management Review*, *Business Ethics Quarterly*, and *System Dynamics Review*. Bowen is a co-founder of the Leadership Development Center at the University of South Florida.

**Virginia K. Bratton** is a doctoral candidate in organizational behavior at Florida State University. She received her M.A. in arts administration at Florida State University. Prior to her doctoral candidacy, Bratton was an assistant director for a multidisciplinary arts festival in the Southeast. Her research interests include impression management, business ethics, and organizational identity. Virginia coauthored a paper that recently received a best paper

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**Arthur P. Brief** is the Lawrence Martin Chair of Business at Tulane University with a courtesy appointment in the Department of Psychology. He received his Ph.D. from the University of Wisconsin, Madison in 1974. He also is director of the William B. and Evelyn Burkenroad Institute for the Study of Ethics and Leadership in Management. Prior to his move to Tulane in 1989, Brief was on the faculties of several other schools, including, most recently, New York University's Stern School of Business. He is a recipient of the Freeman School's most prized award for teaching, the Wissner Award, and the Academic Leadership Award from the Aspen Institute's Initiative for Social Innovation Through Business and the World Resources Institute for integrating social and environmental concerns into business education. In January 2003, Brief became the editor of the *Academy of Management Review*. He is a Fellow of the Academy of Management, the American Psychological Association, and the American Psychological Society. He has also served as the chair of the Academy of Management's Organizational Behavior Division.

**Graham Brown** is a doctoral candidate at the University of British Columbia. He is a student in organizational behavior at the Sauder School of Business, University of British Columbia. His research interests focus primarily on territoriality. As a master's student at the University of Utah he studied the positive impact of territoriality in reducing crime in urban neighborhoods. His recent work involves studying the role of territoriality in organizations. This includes the positive side, such as increasing organizational commitment of those who engage in territoriality, and the "dark" side, such as the preoccupation with claiming and defending territories.

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**Elizabeth Ann Deitch** is a professor at Loyola University, New Orleans. She earned her doctorate from Tulane University in 2002. Her research interests include prejudice, stereotyping, and discrimination in the workplace, with an emphasis on the well-being

of those who are targets of workplace discrimination. She has done work focusing on racial and gender discrimination, and is now turning her efforts to the emerging issue of sexual orientation discrimination on the job.

**Robert L. Dippoye** is the Herbert S. Autrey Professor of Psychology and Management and director of the industrial and organizational psychology Ph.D. program at Rice University. He graduated from Purdue University with a Ph.D. in industrial and organizational psychology in 1973. He has held faculty positions in the business schools at the University of Tennessee and Purdue University, and was department chair at Rice University for six years. His research interests include employee staffing, recruiting, and other issues of human resource management, as well as discrimination and diversity in organizations. He published articles on these and other topics in a variety of journals, including the *Journal of Applied Psychology*, *Personnel Psychology*, *Organizational Behavior and Human Decision Processes*, *Academy of Management Review*, and *Academy of Management Journal*. He is the author of three books: *Selection Interviews: Process Perspectives*, *Understanding Industrial and Organizational Psychology: An Integrated Approach*, and *Essentials of Industrial and Organizational Psychology*. He is a Fellow of the American Psychological Association, the American Psychological Society, and the Society of Industrial and Organizational Psychology. He is also an elected member of the Society of Organizational Behavior and has been an associate editor of the *Journal of Applied Psychology* and on the editorial boards of the *Academy of Management Review*, *Journal of Organizational Behavior*, and the *SIOP Frontiers Series*.

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**Robert Folger** is a professor at the University of Central Florida. He received his Ph.D. in 1975 from the University of North Carolina at Chapel Hill. He is a Fellow of the American Psychological Association, the Society of Industrial and Organizational Psychology, and the Society for Personality and Social Psychology. He has also been a member-at-large on the executive board of the Conflict Management Division of the Academy of Management, and he is currently member-at-large for the Organizational Behavior Division. His honors and awards include the New Concept Award from the Organizational Behavior Division of the Academy of Management. His research funding includes grants from the National Science Foundation and the National Institute of Mental Health. Folger has authored over a hundred publications, including articles in the *Academy of Management Journal*, *Academy of Management Review*, *Organizational Behavior and Human Decision Processes*, *Journal of Applied Psychology*, *Psychological Bulletin*, *Psychological Review*, and *Research in Organizational Behavior*. He is currently on the editorial boards of *Organizational Behavior and Human Decision Processes* and *Social Justice Research*. He edited *The Sense of Injustice* and coauthored *Controversial Issues in Social Research Method*. Another of his coauthored books, *Organizational Justice and Human Resources Management*, was judged "Book of the Year" in 1998 by the International Association for Conflict Management. Folger has also served as a consultant with the U.S. Department of Justice, the U.S. Postal Service, the IRS, and with companies in industries such as manufacturing, wholesale distribution, public utilities, transportation, state government, health care, and computer software. This work has included several Fortune 500 firms.

**Jerald Greenberg** is the Abramowitz Professor of Business Ethics and professor of organizational behavior at the Ohio State University's Fisher College of Business. He is best known for his pioneering work on organizational justice. He has published extensively on

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# **The Dark Side of Organizational Behavior**

