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Perceived organizational obstruction: A mediator that addresses source–target misalignment between abusive supervision and OCBs

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Summary

We examine perceived organizational obstruction as a mediator in the relationship between abusive supervision and subordinates' organizational citizenship behaviors directed toward organizations. We seek to provide a nuanced understanding of why subordinates who perceive *supervisory* mistreatment would target *organizations* with behavioral responses. Specifically, we study the implications of examining relationships between inconsistent *sources* of social exchange perceptions (e.g., supervisory perceptions) and *targets* of social exchange behaviors (e.g., organizational responses), which we refer to as social exchange source–target misalignment. Results from 3 studies (Study 1: *n* = 109; Study 2: *n* = 213; Study 3: *n* = 228) demonstrate evidence that abusive supervision is indirectly and negatively associated with organizational citizenship behaviors directed toward organizations through perceived organizational obstruction and that this conditional indirect effect is stronger for subordinates who perceive higher levels of supervisor organizational embodiment than others. Examining the social exchange tandem of perceived organizational obstruction and supervisor organizational embodiment provides a novel and useful means of aligning sources and targets of negative social exchange relationships across subordinates, supervisors, and organizations in order to advance our understanding of the social exchange antecedents and consequences of perceived organizational obstruction.

KEYWORDS

abusive supervision, interpersonal mistreatment, OCB, perceived organizational obstruction, social exchange

1 | INTRODUCTION

An abundance of abusive supervision research has demonstrated that it has harmful effects on subordinates' personal and organizational outcomes (Martinko, Harvey, Brees, & Mackey, 2013). In addition to subordinates' direct responses to their supervisors, there is emerging evidence that subordinates target their organizations with reactions to abusive supervision. However, it is not clear why abusive supervision is negatively associated with subordinates' beneficial behaviors targeted toward organizations. Thus, it is important to examine social

exchange relationships across different sources (e.g., interpersonal relationships) and targets (e.g., organizations) because they are subject to social exchange source–target misalignment (i.e., inconsistent sources and targets of exchange). In this study, we seek to address social exchange source–target misalignment by examining why subordinates who perceive *supervisory* mistreatment would target *organizations* with behavioral responses.

Decades of research that draw from social exchange theory demonstrates that subordinates' perceptions of supervisors can be associated with behaviors targeted toward other sources (e.g., organizations;

Colquitt et al., 2013). Further, a recent review of social exchange theory (i.e., Cropanzano, Anthony, Daniels, & Hall, 2017) called for additional research to provide a nuanced examination of social exchange relationships that bridge multiple targets/sources (e.g., supervisors, organizations). Thus, our understanding of the social exchange implications of relationships limited by social exchange source–target misalignment is still incomplete.

In this study, we seek to resolve the social exchange source–target misalignment that exists in the relationship between abusive supervision and organizational citizenship behaviors targeted toward organizations (i.e., OCB-Os) that has limited the inferences drawn from extant studies. We offer an alternative perspective to prior research by drawing from social exchange theory to examine perceived organizational obstruction as a mediator of this indirect relationship. Perceived organizational obstruction is defined as "an employee's belief that the organization obstructs, hinders or interferes with the accomplishment of his or her goals and is a detriment to his or her well-being" (Gibney, Zagenczyk, & Masters, 2009, p. 667). The negative nature and organizational focus of perceived organizational obstruction simultaneously aligns with the negative nature of abusive supervision perceptions and organizational focus of OCB-Os. Thus, perceived organizational obstruction is uniquely suited to be a mediator that can address the social exchange source–target misalignment inherent in the indirect relationship between abusive supervision and OCB-Os.

Few studies have examined the antecedents and consequences of perceived organizational obstruction since Gibney et al.'s (2009) seminal study. This oversight is problematic because examining perceived organizational obstruction has the potential to shed light on the effects of negative social exchange perceptions above and beyond the effects of much more widely-studied positive social exchange perceptions (e.g., perceived organizational support; Gibney, Masters, Zagenczyk, Amlie, & Brady, 2012; Gibney, Zagenczyk, Fuller, Hester, & Caner, 2011). We seek to build on Shoss, Eisenberger, Restubog, and Zagenczyk's (2013) study that examined the conditional indirect effects of abusive supervision on subordinates' workplace behaviors through perceived organizational support, conditional upon supervisor organizational embodiment (i.e., SOE; the extent to which subordinates perceive that their social exchange relationships with their supervisors are indicative of their social exchange relationships with their organizations).

We extend Shoss et al.'s (2013) study in several important ways. First, Shoss et al. utilized organizational support theory to explain why perceived organizational support mediated the relationship between abusive supervision and subordinates' workplace outcomes. Organizational support theory is founded upon the notion that employees' workplace behaviors are driven by the degree to which subordinates perceive that their organizations value their contributions and care about their well-being (Eisenberger, Huntington, Hutchison, & Sowa, 1986). In contrast, we use an alternative theoretical perspective that incorporates the social exchange assumption of homeomorphic reciprocity, which is the notion that parties engage in similar types and intensities of exchanges in their social exchange relationships (Lyons & Scott, 2012). As a result, we are able to create a novel perspective that explicitly focuses on the goal interferences emphasized in the conceptualization and operationalization of perceived organizational obstruction, rather than the emphasis on employees' perceptions of the extent to which their organizations provide assistance that is central to the conceptualization and operationalization of perceived organizational support. Also, Shoss et al. did not make an explicit attempt to address source–target misalignment, whereas addressing social exchange source–target misalignment is a major focus of our study because assessing the sources and targets of exchange is a central component of social exchange theory.

In addition to the theoretical differences between our study and Shoss et al.'s (2013) study, we use a different study design (i.e., different mediator, respondent sources, and measures of focal constructs). Our extension of Shoss et al.'s findings is important because we address social exchange source–target misalignment by identifying a mediator that simultaneously has negative tone aligned with the antecedent (i.e., abusive supervision) and target consistency with the outcome (i.e., OCB-Os) in our hypothesized model. Further, examining perceived organizational obstruction in our hypothesized model overcomes the assumption of bipolarity (i.e., the presumption that negative relationships are the same as the absence of positive relationships). Assuming bipolarity is problematic because it neglects meaningful differences between positive and negative perceptions that are central to maintaining homeomorphic (i.e., like-for-like) social exchange relationships (Cropanzano et al., 2017). Overall, we extend the application of social exchange theory to argue that abusive supervision is indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon levels of SOE (see Figure 1).

Our motivation for undertaking this study stems from the opportunity to (a) address social exchange source–target misalignment by explaining why there is a negative relationship between subordinates' perceptions of *supervisory* abuse and their OCBs directed toward *organizations*, as well as (b) meaningfully extend our understanding of the social exchange antecedents and consequences of perceived organizational obstruction. Our study makes a novel theoretical contribution by extending social exchange theory to overcome the assumption of bipolarity while explaining why abusive supervision is negatively and indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE. Second, our study makes an important empirical contribution by identifying abusive supervision as an antecedent to, and OCB-Os as a consequence of, perceived organizational obstruction. Our second contribution provides empirical evidence that the examination of negative social exchange relationships offers nuanced explanations for social exchange relationships that extend prior research, which has primarily focused on positive social exchange relationships.

2 | THEORETICAL FOUNDATIONS

2.1 | Social exchange source–target misalignment

Social exchange theory (Blau, 1964; Emerson, 1976) explains why and how the relationship between parties (e.g., coworkers and organizations) develops over time through interdependent exchanges (Cropanzano & Mitchell, 2005). Exchanges generate obligations for the parties involved due to reciprocity norms (Gouldner, 1960) that
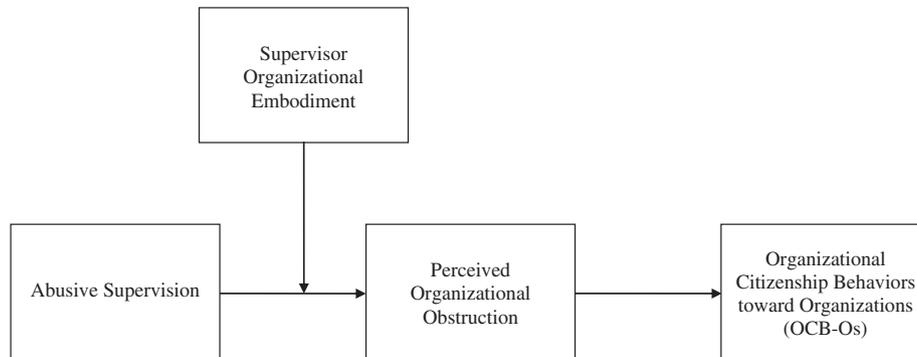
FIGURE 1   Hypothesized model

compel individuals to respond in kind to the treatment they receive without knowing whether, when, or to what extent the other party may reciprocate (Molm, 2003). Exchanges do not require explicit bargaining between parties (Molm, 2003) because they develop over time based on certain rules and norms that informally guide relationships based on each parties' perceptions of the other parties' actions (Cropanzano & Mitchell, 2005). For example, negative social exchange interactions tend to generate additional negative social exchange interactions in the future (Cropanzano et al., 2017).

Perceptions of negative treatment in the workplace (e.g., abusive supervision) can be associated with negative social exchange perceptions of the employee–employer relationship (Cropanzano & Mitchell, 2005). For example, prior research has found that abusive supervision (i.e., "subordinates' perceptions of the extent to which supervisors engage in the sustained display of hostile verbal and nonverbal behaviors, excluding physical contact"; Tepper, 2000, p. 178) is negatively associated with subordinate responses directed toward organizations (for reviews, see Martinko et al., 2013; Tepper, 2007; Tepper, Simon, & Park, 2017). Prior research has found that abusive supervision has been harmfully associated with subordinates' OCBs (e.g., Xu, Huang, Lam, & Miao, 2012). However, much of prior abusive supervision research has not explicitly addressed why subordinates may direct responses toward different targets (e.g., organizations) than the initial sources of social exchange perceptions (i.e., supervisors). Thus, we draw from recent developments in social exchange theory to explicitly address the implications of examining social relationships across different sources and targets.

We chose to examine the relationship between abusive supervision and OCBs in order to provide nuanced insight into the implications of social exchange source–target misalignment for the relationship between abusive supervision and OCB-Os. Organ (1988, p. 4) defined OCBs as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization." Organ (1997, p. 95) later clarified that OCB is "performance that supports the social and psychological environment *in which task performance takes place*." Although it is clear that abusive supervision is a perceptual phenomenon that constitutes a clear violation of the basic rules of social exchange, it is not clear why abusive supervision is negatively associated with subordinates' tendencies to engage in OCB-Os.

Researchers have tried to address this enigma by identifying various mediators through which abusive supervision can be associated

with OCB-Os, including procedural justice (e.g., Zellars, Tepper, & Duffy, 2002), interactional justice (e.g., Aryee, Chen, Sun, & Debrah, 2007), and LMX (e.g., Xu et al., 2012). However, other researchers have failed to find a significant relationship between abusive supervision and OCB-Os (e.g., Liu & Wang, 2013). We build on prior research by offering an alternative theoretical perspective that emphasizes the role of negative social exchange perceptions in homeomorphic reciprocity (i.e., like-for-like exchange). We predict that abusive supervision will be negatively associated with subordinates' OCB-Os in our study because the "sustained" nature of abusive supervision (Tepper, 2000, p. 178) reinforces subordinates' perceptions of imbalanced social exchange relationships between themselves, their supervisors, and their organizations.

We theorize that subordinates respond to the negative nature of abusive supervision perceptions with negative changes to their discretionary behaviors intended to support effective organizational functioning (i.e., OCB-Os). Subordinates likely direct negative reactions to abusive supervision toward organizations in order to balance homeomorphic social exchange relationships across parties (i.e., supervisors and organizations) that are salient within their organizations. It is possible that subordinates specifically target their organizations with social exchange responses to abusive supervision as an indirect means to balance social exchange relationships with their supervisors. For example, subordinates may perceive that their OCB-Os would also benefit their supervisors in a manner that would further imbalance the social exchange relationships they have with their supervisors. The need to balance social exchange relationships in organizational settings based on similar types and intensities of exchanges likely results in a negative relationship between subordinates' perceptions of abusive supervision and their tendencies to engage in OCB-Os. Ultimately, we hypothesize that

> **Hypothesis 1.** *Abusive supervision will be negatively associated with subordinates' OCB-Os.*

2.2 | Perceived organizational obstruction as a mediator that can help address social exchange source–target misalignment

There are two important features of social exchange source–target misalignment that we seek to address in our examination of the relationship between abusive supervision and OCB-Os. First, abusive

supervision stems from subordinates' perceptions of their *supervisors'* behaviors, whereas OCB-Os include behaviors targeted toward *organizations*. Thus, there is a disconnect between subordinates' perceived source of social exchange (i.e., supervisors) and the associated target of subordinates' behaviors (i.e., organizations). Second, abusive supervision is a *negative* social exchange perception, whereas OCB-Os are a *positive* social exchange behavior. Thus, there is misalignment between the negative nature of abusive supervision and positive nature of OCB-Os.

In response, we examine a mediator that simultaneously addresses the disconnect between (a) sources of social exchange and (b) negative/positive natures of the source and target. We address social exchange source–target misalignment in our study by arguing that perceived organizational obstruction is a mediator that simultaneously aligns with the negative nature of the source (i.e., abusive supervision) and the target of the social exchange response (i.e., OCB-Os). Examining perceived organizational obstruction as a mediator in our hypothesized model offers an alternative perspective to prior research that is not limited by the specific dyadic explanations inherent in interactional justice and LMX perspectives, which focus on one aspect of relational treatment (e.g., justice and LMX). Instead, our approach offers novel insight into how homeomorphic reciprocity explains why abusive supervision is indirectly associated with OCB-Os through perceived organizational obstruction because it bridges the sources of social exchange and negative/positive nature of the source and target of exchanges.

Perceived organizational obstruction is a mediator uniquely suited to simultaneously address the social exchange implications of both abusive supervision (i.e., *negative* social exchange relationships with supervisors) and OCB-Os (i.e., positive social exchange relationships with *organizations*). We argue that abusive supervision is positively associated with perceived organizational obstruction because *negative* social exchange relationships between subordinates and their supervisors impact subordinates' *negative* social exchange perceptions of their organizations. Then subordinates' negative social exchange relationships with their *organizations* are associated with homeomorphic social exchange responses directed toward their *organizations* that result in a negative association between perceived organizational obstruction and OCB-Os.

2.3 | SOE as a moderator that can help address social exchange source–target misalignment

Although perceived organizational obstruction aligns with the negative nature of abusive supervision and the target of OCB-Os, it is also important to align the source of abusive supervision and perceived organizational obstruction. Thus, we examine SOE as a moderator that represents the extent to which subordinates perceive that the social exchange relationships they have with their supervisors are representative of the social exchange relationships they have with their organizations. Specifically, we argue that abusive supervision is more strongly associated with perceived organizational obstruction for subordinates who perceive higher levels of SOE than others because SOE strengthens the extent to which subordinates perceive that their social exchange relationships with their supervisors are representative

of the social exchange relationships they have with their organizations. Thus, subordinates who perceive higher levels of SOE than others likely decrease voluntary behaviors that exceed minimum required job responsibilities (i.e., OCB-Os) as a means to balance homeomorphic social exchange relationships within their organizations. In contrast, subordinates who perceive lower levels of SOE than others likely do not make strong associations between their social exchange relationships across supervisors and organizations that have important implications for how they manage social exchange relationships across their supervisors and organizations.

Overall, we argue that perceived organizational obstruction mediates the relationship between abusive supervision and OCB-Os because it simultaneously aligns with the negative nature of abusive supervision and the social exchange target of OCB-Os. We examine SOE as a moderator in the hypothesized model in order to align the source and target of negative social exchange relationships (i.e., abusive supervision and perceived organizational obstruction). Our novel approach enables us to theorize that homeomorphic reciprocity explains why abusive supervision is indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE. Thus, we hypothesize an indirect effect of abusive supervision on OCB-Os that is mediated by perceived organizational obstruction, conditional upon SOE such that the indirect effect is strengthened for subordinates who perceive higher levels of SOE than others because these individuals are more motivated to balance social exchange relationships with their organizations than others.

> **Hypothesis 2.** *Abusive supervision will be negatively associated with subordinates' tendencies to engage in OCB-Os through perceived organizational obstruction, conditional upon subordinates' perceptions of SOE, such that the negative relationship between abusive supervision and OCB-Os is strengthened for subordinates who perceive higher levels of SOE than others.*

2.4 | Plan of the research

We used a three-study constructive replication study design to examine the conditional indirect effect of abusive supervision on OCB-Os through perceived organizational obstruction, conditional upon levels of SOE (see Figure 1). We used different sampling procedures and rating sources across three studies in order to demonstrate strong evidence of the validity and generalizability of our results (Wright & Sweeney, 2016).

3 | STUDY 1 METHOD

3.1 | Samples and procedure

We collected data from participants in Study 1 across two time periods via Qualtrics' Panel Management Services online data collection platform. We chose to collect data through Qualtrics so we could test the hypothesized model with a heterogeneous sample of U.S. employees from numerous industries and occupations. Three hundred and six respondents completed the first survey, 223 of which provided

full information, worked at least 20 hr per week, and did not fail an instructed response item (72.9% useable data). One hundred fifty-nine respondents completed the second survey approximately 3 weeks after the first survey. One hundred and nine respondents provided full information (35.6% useable data). No responses were retained from respondents who incorrectly answered an instructed item in any sample. Participants were compensated $5 for each survey they completed. Participants' responses were matched across time periods using Qualtrics' worker identification codes and the initials in respondents' names. Study 1 was funded by a research grant provided by the National Institute for Occupational Safety and Health (NIOSH) Pilot Research Project through the Sunshine Education and Research Center at the University of South Florida.

We procedurally addressed common method bias (CMB) in multiple ways. Specifically, we ordered constructs in a way that avoided priming effects, collected data across multiple time periods, and masked the true purpose of the study by including non-relevant measures throughout the surveys in order to limit the potential for CMB to alter the observed relationships or pose a threat to the validity of study findings (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Additionally, each survey contained a quality check item (i.e., instructed item) that enabled us to screen the data for sufficient respondent effort during survey completion (Desimone, Harms, & Desimone, 2015). Sixty respondents at Time 1 and four respondents at Time 2 incorrectly answered the instructed item. Ultimately, 109 respondents were included in the final sample (i.e., $n = 109$).

The 109 respondents in the final sample averaged approximately 46.9 years of age ($SD = 11.3$), 13.3 years of organizational tenure ($SD = 10.4$), and 42.2 hr worked per week ($SD = 7.4$). Approximately 29.4% of the respondents were male, and 95.4% of respondents reported working full-time. Respondents reported their highest obtained education (e.g., 37.6% held bachelor's degrees and 23.9% completed some college), job functions (e.g., 19.3% management and 10.1% administration), levels in U.S. organizations (e.g., 35.8% staff/associate level and 24.8% middle management), and current industries (e.g., 16.5% manufacturing and 12.8% retail trade).

3.2 | Measures

We used a 7-point response format (1 = "*strongly disagree*" to 7 = "*strongly agree*") for all measures, unless otherwise noted. Higher scores for each measure indicated greater values of each variable than lower scores.

3.2.1 | Abusive supervision

We used Mitchell and Ambrose's (2007) five-item abusive supervision measure. Responses to the statement "My boss..." were recorded on a 5-point frequency scale (1 = *I cannot remember him/her using this behavior with me* and 5 = *He/she uses this behavior very often with me*). "Ridicules me" and "Tells me I'm incompetent" were sample scale items. We collected abusive supervision at Time 1 ($\alpha = .97$).

3.2.2 | Supervisor organizational embodiment

We used Eisenberger et al.'s (2010) nine-item measure of SOE. "When my supervisor pays attention to my efforts, I believe that my

organization is paying attention to my efforts" and "My supervisor is representative of my organization" were sample scale items. We collected SOE at Time 1 ($\alpha = .94$).

3.2.3 | Perceived organizational obstruction

We used Gibney et al.'s (2009) five-item measure of perceived organizational obstruction. "My organization obstructs the realization of my professional goals" and "My organization is a detriment to my well-being" were sample scale items. We collected perceived organizational obstruction at Time 1 ($\alpha = .95$).

3.2.4 | Organizational citizenship behaviors

We used Lee and Allen's (2002) eight-item measure of OCB-Os. "I defend the organization when other employees criticize it" and "I take action to protect the organization from potential problems" were sample scale items. We collected OCB-Os at Time 2 ($\alpha = .93$).

3.3 | Analytical strategy

We used SPSS 23.0 to examine means, standard deviations, and inter-correlations for the study variables. Then, we used SPSS 23.0 to run Model 7 of Hayes' (2013) PROCESS procedure with bootstrapping ($n = 5,000$) to test the hypothesized moderated mediation model (Edwards & Lambert, 2007; Preacher, Rucker, & Hayes, 2007). We verified the results by conducting hierarchical moderated multiple regression analyses (Cohen, Cohen, West, & Aiken, 2003) in SPSS 23.0. The independent variables (i.e., abusive supervision and SOE) were mean centered when computing the Abusive Supervision × SOE interaction term (Aiken & West, 1991).

4 | STUDY 1 RESULTS

4.1 | Descriptive statistics and correlations

The means, standard deviations, and zero-order bivariate correlations reported in Table 1 were in the expected directions and of the expected magnitudes.

4.2 | Confirmatory factor analyses

We used AMOS 23.0 (Arbuckle, 2013) to conduct confirmatory factor analyses (CFAs) using the maximum likelihood estimation method so we could examine the independence of the study variables. We used partial disaggregation (i.e., parceling) techniques when conducting the CFAs. Parceling techniques are appropriate to use when analyzing unidimensional constructs with non-normally distributed item-level data (Bandalos, 2002), such as abusive supervision. We used the factorial algorithm (i.e., item-to-construct balance) technique (Little, Cunningham, Shahar, & Widaman, 2002) to create three parcels for the four study variables. We chose the factorial algorithm technique because it spreads the highest and lowest loading items across parcels in order to equally balance parcels with regard to difficulty and discrimination (Little et al., 2002). The inferences drawn from CFA models with the parcels were not substantively different from the

TABLE 1 Summary of descriptive statistics and zero-order bivariate correlations for Studies 1, 2, and 3

Variable	M	SD	1	2	3	4
Study 1						
1. Abusive supervision	1.33	.74	(.97)			
2. Supervisor organizational embodiment (SOE)	5.29	1.18	−.23*	(.94)		
3. Perceived organizational obstruction	2.77	1.58	.49**	−.48**	(.95)	
4. Organizational citizenship behaviors toward organizations (OCB-Os)	5.05	1.18	−.23*	.45**	−.37**	(.93)
Study 2						
1. Abusive supervision	1.49	.74	(.96)			
2. Supervisor organizational embodiment (SOE)	5.05	1.31	−.41**	(.94)		
3. Perceived organizational obstruction	2.88	1.55	.44**	−.43**	(.95)	
4. Organizational citizenship behaviors toward organizations (OCB-Os)	4.94	1.31	−.33**	.45**	−.43**	(.94)
Study 3						
1. Abusive supervision	2.05	.69	(.84)			
2. Supervisor organizational embodiment (SOE)	4.98	1.06	−.06	(.91)		
3. Perceived organizational obstruction	3.39	1.22	.41**	.15*	(.93)	
4. Organizational citizenship behaviors toward organizations (OCB-Os)	4.59	1.38	−.10	.01	−.38**	(.95)

Note. $N_{Study\ 1}$ = 109. $N_{Study\ 2}$ = 213. $N_{Study\ 3}$ = 228. M = mean. SD = standard deviation. Cronbach's alphas (α) are shown in parentheses. Statistical tests were based on two-tailed tests (α = .05).

*p < .05. **p < .01.

inferences drawn from alternative CFA models that used all of the items instead of the parcels.

The CFA results indicated good model fit to the data, $\chi^2(48)$ = 63.26, p = .07, comparative fit index (CFI) = .99, Tucker–Lewis index (TLI) = .99, root mean square error of approximation (RMSEA) = .05, and standardized root mean residual (SRMR) = .04. Also, the CFA results demonstrated evidence of convergent and discriminant validity because all parcels significantly loaded on the intended latent constructs and had standardized loadings above .50 (Fornell & Larcker, 1981).

4.3 | Hypothesis testing

The results of hypothesis testing are presented in Tables 2 and 3. Hypothesis 1 predicted that abusive supervision would be negatively associated with subordinates' OCB-Os. Hypothesis 1 was not supported because abusive supervision was not significantly associated with OCB-Os (β = −.07, n.s.; see Table 2).

Hypothesis 2 predicted that abusive supervision would be indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE such that the negative indirect

TABLE 2 Regression results for Studies 1, 2, and 3

	Study 1		Study 2		Study 3	
Predictor	B	β	B	β	B	β
	Mediator Model (Perceived Organizational Obstruction)					
Constant	1.38**		1.50**		1.88**	
Abusive supervision (AS)	1.05**	.49**	.93**	.44**	.74**	.41**
Constant	4.36**		3.71**		.84	
Abusive supervision	.86**	.41**	.67**	.32**	.76**	.43**
Supervisor org. embodiment (SOE)	−.52**	−.39**	−.36**	−.30**	.20**	.18**
Constant	4.10**		3.28**		.87*	
Abusive supervision	1.08**	.51**	1.02**	.49**	.76**	.43**
Supervisor org. embodiment	−.51**	−.38**	−.35**	−.29**	.20**	.17**
AS × SOE	.36*	.21*	.41**	.27**	.27**	.17**
R^2		.42		.32		.23
	Dependent Variable Model (OCB-Os)					
Constant	5.89**		6.26**		5.87**	
Abusive supervision	−.11	−.07	−.31*	−.17*	.13	.06
Perceived org. obstruction	−.25**	−.34**	−.30**	−.36**	−.45**	−.40**
R^2		.14		.21		.14

Note. $N_{Study\ 1}$ = 109. $N_{Study\ 2}$ = 213. $N_{Study\ 3}$ = 228. Unstandardized (B) and standardized (β) regression coefficients are reported. All statistical significance tests were based on two-tailed tests (α = .05). SOE = supervisor organizational embodiment. AS = abusive supervision. Org. = organizational. OCB-Os = organizational citizenship behaviors directed toward organizations.

*p < .05. **p < .01.

TABLE 3 Conditional indirect effect results for Studies 1, 2, and 3

Levels of supervisor organizational embodiment	B	SE	Lower limit 95% CI	Upper limit 95% CI
Study 1				
−1 SD	−.16	.06	−.32	−.06
M	−.27	.09	−.48	−.13
+1 SD	−.38	.13	−.68	−.16
Study 2				
−1 SD	−.15	.07	−.32	−.04
M	−.31	.09	−.51	−.15
+1 SD	−.47	.13	−.77	−.25
Study 3				
−1 SD	−.22	.08	−.38	−.09
M	−.34	.08	−.52	−.21
+1 SD	−.47	.10	−.69	−.28

Note. $N_{Study\ 1}$ = 109. $N_{Study\ 2}$ = 213. $N_{Study\ 3}$ = 228. M = mean. SD = standard deviation. B = unstandardized conditional indirect effect. SE = standard error. CI = confidence interval.

relationship between abusive supervision and OCB-Os would be stronger for subordinates who perceived higher levels of SOE than others. Abusive supervision had a significant conditional indirect effect on OCB-Os through perceived organizational obstruction at lower ($B = -.16$, 95% confidence interval [CI] [−.32, −.06]), mean ($B = -.27$, 95% CI [−.48, −.13]), and higher ($B = -.38$, 95% CI [−.68, −.16]) levels of SOE (see Table 3). The index of moderated mediation was significant because the 95% CI did not include zero ($B = -.09$, 95% CI [−.21, −.02]).

We used Jeremy Dawson's two-way interaction plotter to plot lower (i.e., one standard deviation [SD] below the mean) and higher (i.e., one standard deviation [SD] above the mean) levels of SOE across lower and higher levels of abusive supervision (Aguinis & Gottfredson, 2010; see Figure 2). The simple slopes tests revealed that the lower ($b = 2.56$, $t = 3.65$, $p < .01$) and higher ($b = 3.42$, $t = 3.29$, $p < .01$) SOE slopes were significant. Overall, Hypothesis 2 was supported because higher levels of SOE strengthened the indirect effect of abusive supervision on OCB-Os through perceived organizational obstruction.

5 | STUDY 1 DISCUSSION

The results from Study 1 partially supported the hypothesized model because we found support for Hypothesis 2, but not Hypothesis 1. We sought to extend the findings from Study 1 in Study 2 by increasing the sample size and the number of time periods for the data collection. Further, we used Tepper's (2000) full 15-item measure of abusive supervision instead of Mitchell and Ambrose's (2007) five-item measure of abusive supervision in Study 2. We chose to utilize the brevity of the five-item abusive supervision measure for Study 1 due to space limitations in the survey that stemmed from collecting data across two time periods; we did not face this same challenge for Study 2 because we collected data across three time periods. Although prior research demonstrates that the 5- and 15-item versions of the abusive supervision measure are both widely
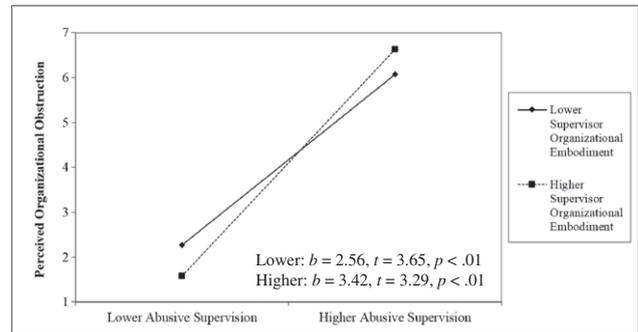
FIGURE 2 Supervisor organizational embodiment moderating the relationship between abusive supervision and perceived organizational obstruction in Study 1

used (Mackey, Frieder, Brees, & Martinko, 2017), it is important to examine whether the obtained findings differ based on this important feature of the study design. Ultimately, we sought to extend our findings across study designs to demonstrate the generalizability of our results (Wright & Sweeney, 2016).

6 | STUDY 2 METHOD

6.1 | Samples and procedure

We collected data over three time periods separated by 3 weeks each for Study 2. We recruited respondents via Amazon's Mechanical Turk (MTurk) online data collection platform. The inclusion criteria for Study 2 required that respondents worked at least 20 hr per week, were at least 18 years of age, had a direct supervisor at an organization other than MTurk, lived in the United States, and did not incorrectly respond to any instructed item. We received 482 responses at Time 1, 318 complete responses at Time 2 (i.e., 66.0% useable data), and 213 complete responses at Time 3 (i.e., 44.2% useable data). Respondents were compensated $0.50 for Time 1 surveys, $1.00 for Time 2 surveys, and $1.00 for Time 3 surveys. Surveys were matched across time periods using MTurk worker identification codes and the initials of respondents' names. We followed the same procedural remedies for addressing CMB in Study 2 that we used for Study 1. One hundred thirty-five respondents at Time 1, 36 respondents at Time 2, and 10 respondents at Time 3 incorrectly responded to the instructed items. Ultimately, 213 respondents were included in the final sample (i.e., $n = 213$).

The 213 respondents in the final sample averaged approximately 37.0 years of age (SD = 10.7), 6.0 years of tenure with their organizations other than MTurk (SD = 5.7), 3.6 years of tenure with their supervisors at their organizations other than MTurk (SD = 3.2), and 38.6 hr of work per week at their organizations other than MTurk (SD = 8.0). Approximately 49.3% of the respondents were male. Respondents reported their highest obtained education (e.g., 41.3% held bachelor's degrees and 23.9% completed some college), job functions (e.g., 15.0% sales and 12.7% administration), levels in U.S. organizations (e.g., 50.2% staff/associate level and 21.6% middle management), and current industries (e.g., 23.9% educational, health, and social services and 13.1% retail trade).

6.2 | Measures and analytical strategy

We used the same measures for SOE (Time 1; α = .94), perceived organizational obstruction (Time 2; α = .95), and OCB-Os (Time 3; α = .94) in Study 2 that we used in Study 1. We used Tepper's (2000) 15-item abusive supervision measure in Study 2 (Time 1; α = .96). We used the same analytical strategy in Study 2 that we used in Study 1.

7 | STUDY 2 RESULTS

7.1 | Descriptive statistics, correlations, and CFAs

The descriptive statistics and correlations for variables in Study 2 were in the expected directions and of the expected magnitudes (see Table 1). The CFA results indicated good model fit to the data, $\chi^2(48) = 94.52$, $p < .01$, CFI = .98, TLI = .98, RMSEA = .07, and SRMR = .04 (Hu & Bentler, 1999). Also, the CFA results demonstrated evidence of convergent and discriminant validity because all parcels/items significantly loaded on the intended latent constructs and had standardized loadings above .50 (Fornell & Larcker, 1981).

7.2 | Hypothesis testing

Overall, the results supported the hypotheses (see Tables 2 and 3). Hypothesis 1 predicted that abusive supervision would be negatively associated with subordinates' OCB-Os. Hypothesis 1 was supported because abusive supervision was significantly and negatively associated with OCB-Os ($\beta = -.17$, $p < .05$; see Table 2).

Hypothesis 2 predicted that abusive supervision would be indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE such that the negative indirect relationship between abusive supervision and OCB-Os would be stronger for subordinates who perceived higher levels of SOE than others. Abusive supervision had a significant conditional indirect effect on OCB-Os through perceived organizational obstruction at lower ($B = -.15$, 95% CI [−.32, −.04]), mean ($B = -.31$, 95% CI [−.51, −.15]), and higher ($B = -.47$, 95% CI [−.77, −.25]) levels of SOE (see Table 3). Importantly, the index of moderated mediation was significant because the 95% CI did not include zero ($B = -.12$, 95% CI [−.22, −.06]). The simple slopes tests revealed that the lower ($b = 2.55$, $t = 4.99$, $p < .01$) and higher ($b = 3.62$, $t = 4.55$, $p < .01$) SOE slopes were significant (see Figure 3). Overall, Hypothesis 2 was supported because higher levels of SOE strengthened the indirect effect of abusive supervision on OCB-Os through perceived organizational obstruction.

8 | STUDY 2 DISCUSSION

The results from Study 2 supported the hypothesized model. Next, we collected data from employees of a Chinese internet company across three time periods and two rating sources (i.e., subordinates and supervisors) for Study 3. The results from Study 3 enabled us to demonstrate additional support for the hypothesized model with (a) dyadic data instead of single-source data, (b) respondents from a different culture (i.e., China) than the respondents in Studies 1 and 2 (i.e., U.S.
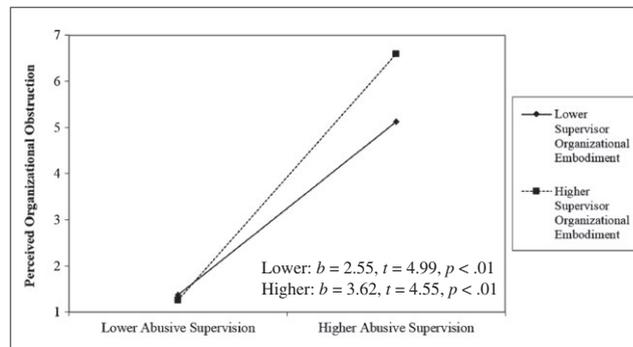
FIGURE 3 Supervisor organizational embodiment moderating the relationship between abusive supervision and perceived organizational obstruction in Study 2

respondents), and (c) respondents drawn from a single organization instead of a heterogeneous sample of respondents from numerous job functions and industries. Making deliberate changes to important features of the study design enabled us to extend our findings in Study 3.

9 | STUDY 3 METHOD

9.1 | Sample and procedure

We collected data over three time periods from subordinates and supervisors of an internet company in China for Study 3. The company provided internet-based services such as localized advertisement, restaurant recommendations, travel information, and retail discount offers to users via their personal computers and mobile devices. The Chinese internet company we chose was ideal for this study because abusive supervision and negative social exchange relationships between subordinates, supervisors, and organizations were noticeably present. The company had a relatively fragile work environment during our data collection process because it was experiencing major organizational restructuring and considerable employee turnover that resulted in subordinate–supervisor relationships characterized by tension and lack of trust. The employees we invited to participate in this study worked across several job domains, including web-based development, content management, technology support, customer service, sales, marketing, human resources, finance, and business development. All of the employees in the company were invited to participate in this study. Upper-level management in the organization supported our data collection and encouraged employees to participate in our study due to professional relationships with one of this study's authors.

We used the same procedural remedies to address CMB concerns and instructed items in Study 3 that we used in Studies 1 and 2. Further, we incorporated multisource data in Study 3 that can mitigate CMB concerns (Podsakoff et al., 2003). The surveys were presented to employees in Chinese, which was the native language of the participants. We followed Brislin's (1986) translation–back translation procedures to ensure the accurate translation of all survey-related materials. Specifically, one of this study's bilingual authors translated the surveys from English to Chinese. Then a bilingual Chinese scholar

who was not involved in this study translated the surveys from Chinese to English. Finally, one of this study's authors and the Chinese scholar both assessed the similarity of the language in the initial and re-translated surveys so they could create the content-valid versions of the final surveys.

At Time 1, we invited 725 employees to complete surveys that inquired about abusive supervision and SOE. We received 473 responses, which yielded a response rate of 65.2%. We asked the 473 respondents from Time 1 to provide ratings of perceived organizational obstruction 3 weeks later (i.e., Time 2). We received 362 responses, which yielded a response rate of 76.5%. Finally, we invited the 66 supervisors of the 362 employee respondents to rate their subordinates' OCB-Os 3 weeks after the Time 2 survey (i.e., Time 3). We received 228 responses from 44 supervisors, which yielded a response rate of 68.2%. Supervisors rated between two and nine subordinates each (M = 5.18). The final sample consisted of 228 subordinates who worked with 44 supervisors (i.e., n = 228).

The 228 subordinates in the final sample averaged approximately 30.9 years of age (SD = 3.5), 4.3 years of tenure with their organization (SD = 2.3), 2.9 years of tenure with their supervisor (SD = 1.4), and 44.3 hr of work per week (SD = 7.8). Approximately 62.3% of the respondents were male.

9.2 | Measures

We used Mitchell and Ambrose's (2007) five-item measure of abusive supervision ($α$ = .84; Time 1 from subordinates). We used the same measures for SOE ($α$ = .91; Time 1 from subordinates), perceived organizational obstruction ($α$ = .93; Time 2 from subordinates), and OCB-Os ($α$ = .95; Time 3 from supervisors) for Study 3 that were used in Studies 1 and 2.

9.3 | Analytical strategy

We used the same analytical strategies to conduct analyses in Study 3 that we used in Studies 1 and 2. Additionally, we followed precedent established by prior research that tested nested data with the conventional regression approach (e.g., Zhang & Bartol, 2010). Specifically, we used SPSS 23.0 to run an analysis of variance (Field & Hole, 2003) on the OCB-Os measure in Study 3 to determine whether or not there were systematic differences between supervisory ratings of subordinates' OCB-Os across supervisors that would require the use of multilevel modeling techniques. The results of the analysis of variance demonstrated that there were not systematic differences between supervisors' ratings of OCB-Os, that is, F (43, 184) = .80, p = .81, so we used Hayes' (2013) PROCESS procedure to test the hypothesized model. Nonetheless, we supplemented the Study 3 results by conducting hierarchical linear modeling (Bliese, 2002) analyses because subordinates were nested within supervisors. Overall, the significance of the results obtained in Study 3 remained identical across regression and hierarchical linear modeling analyses. Thus, we report the regression results below so the results can be compared across Studies 1–3.

10 | STUDY 3 RESULTS

10.1 | Descriptive statistics and correlations

The descriptive statistics and correlations reported for Study 3 were of the expected magnitudes and directions, with the exception of the mean for abusive supervision (see Table 1). We found that the mean for abusive supervision was low (i.e., M = 2.05), but that it was higher than the means reported in Studies 1 and 2 (i.e., Study 1: M = 1.33; Study 2: M = 1.49). The results of independent samples t tests demonstrated that the means for abusive supervision in Studies 1 and 2 were not significantly different (t value = 1.84, n.s.), whereas the mean in Study 3 was significantly higher than the mean in Studies 1 (t value = 8.70, p < .01) and 2 (t value = 8.15, p < .01). Our findings are consistent with meta-analytic evidence that demonstrates samples drawn from China tend to report higher levels of abusive supervision than samples drawn from the United States (Mackey et al., 2017).

10.2 | Confirmatory factor analyses

The CFA results with parcels indicated excellent model fit to the data, $χ^2$(48) = 43.67, p = .65, CFI = 1.00, TLI = 1.00, RMSEA = .00, SRMR = .03. We supplemented the CFA results for Study 3 with CFAs that included all of the measured items. The CFA results with all of the items indicated good model fit to the data, $χ^2$(318) = 431.96, p < .01, CFI = .97, TLI = .97, RMSEA = .04, SRMR = .04. Further, the CFA results demonstrated evidence of convergent and discriminant validity because all items significantly loaded on the intended latent constructs and had standardized loadings above .50 (Fornell & Larcker, 1981).

10.3 | Hypothesis testing

Overall, the results partially supported the hypotheses (see Tables 2 and 3). Hypothesis 1 predicted that abusive supervision would be negatively associated with subordinates' OCB-Os. Hypothesis 1 was not supported because abusive supervision was not significantly associated with OCB-Os ($β$ = .06, n.s.).

Hypothesis 2 predicted that abusive supervision would be indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE such that the negative relationship between abusive supervision and OCB-Os would be stronger for subordinates who perceived higher levels of SOE than others. Abusive supervision had a significant conditional indirect effect on OCB-Os through perceived organizational obstruction at lower (B = −.22, 95% CI [−.38, −.09]), mean (B = −.34, 95% CI [−.52, −.21]), and higher (B = −.47, 95% CI [−.69, −.28]) levels of SOE (see Table 3). The index of moderated mediation was significant because the 95% CI did not include zero (B = −.12, 95% CI [−.21, −.04]).

Consistent with the results from Studies 1 and 2, the interaction plot demonstrated that perceived organizational obstruction increased as abusive supervision increased, but that the effect was stronger for subordinates who perceived higher levels of SOE than subordinates who perceived lower levels of SOE (see Figure 4). The simple slopes tests revealed that the lower (b = 1.81, t = 4.92, p < .01) and higher (b = 2.37, t = 4.31, p < .01) SOE slopes were significant. The base level of perceived organizational obstruction for the higher SOE slope
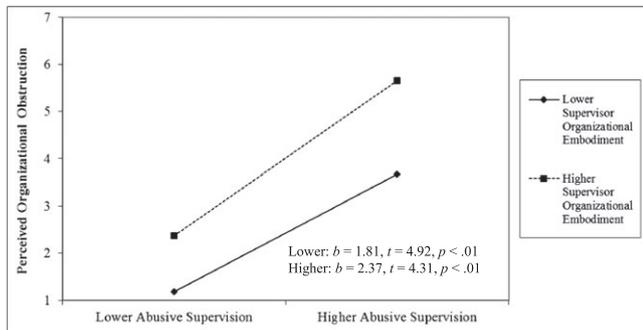
FIGURE 4 Supervisor organizational embodiment moderating the relationship between abusive supervision and perceived organizational obstruction in Study 3

appeared to be higher in Study 3 than in Studies 1 and 2. We speculate that the strained relationships between subordinates and supervisors at the Chinese internet company during the restructuring that took place throughout our data collection likely contributed to higher base levels of perceived organizational obstruction for employees who reported higher levels of SOE than others. Overall, Hypothesis 2 was supported because higher levels of SOE strengthened the indirect effect of abusive supervision on OCB-Os through perceived organizational obstruction.

11 | GENERAL DISCUSSION

Overall, results across three studies that incorporated important changes to the study designs (e.g., number of time periods, cultures of respondents, single-source versus multisource data, and abusive supervision measure) demonstrated robust evidence that abusive supervision was negatively and indirectly associated with OCB-Os through perceived organizational obstruction, conditional upon SOE. We were able to provide a nuanced understanding of why subordinates would target *organizations* with behavioral responses associated with perceptions of *supervisory* abuse. Our identification of the important social exchange tandem of perceived organizational obstruction and SOE provides a novel and useful means of aligning sources, targets, and negative/positive natures of homeomorphic social exchange relationships across subordinates, supervisors, and organizations. Thus, our study demonstrates that there can be meaningful implications of negative social exchange perceptions across multiple parties in organizations.

We enhance our understanding of social exchange source–target misalignment by demonstrating that social exchange relationships can span across multiple social exchange parties (e.g., subordinates, supervisors, and organizations), even if the negative/positive nature of the relationship is inconsistent across parties. Thus, our study informs future research by supporting a multisource/target, multitone examination of social exchange relationships within organizations. Our findings suggest that future research will benefit from examining the extent to which employees' social exchange perceptions are aligned across multiple parties within organizations (e.g., supervisors and organizations), especially when examining weak relationships between

phenomena that stem from different sources and targets (e.g., the relationship between abusive supervision and OCB-Os). For example, it is possible that abusive supervision is meaningfully related to many of subordinates' organization-focused outcomes for subordinates who make associations between the social exchange relationships they have with their supervisors and organizations. Thus, our findings shed novel light on the utility of examining social exchange source–target misalignment because the tandem of SOE and perceived organizational obstruction may help explain how and why the relationships between abusive supervision and subordinates' positive organizational outcomes are stronger for some subordinates than others.

There were several important findings in our study. First, abusive supervision was correlated with OCB-Os in Study 1 ($r = -.23$, $p < .05$) and Study 2 ($r = -.33$, $p < .01$), but not Study 3 ($r = -.10$, n.s.). Despite this unexpected finding, the magnitude of the obtained correlations was close to the meta-analytic estimate for this relationship Mackey et al. (2017) found ($\bar{r} = -.21$; $\rho = -.24$, $k = 13$, $N = 2,842$). Although the nonsignificant relationship we found in Study 3 was inconsistent with our expectation, some other studies have also found weak, nonsignificant correlations between abusive supervision and OCBs (e.g., Liu & Wang, 2013). We speculate that the weak relationship we found in Study 3 likely stemmed from features of our study design, which included subordinate-reported abusive supervision at Time 1 and supervisor-reported OCB-Os at Time 3.

Second, the correlations between SOE and perceived organizational obstruction were inconsistent across studies (i.e., Study 1: $r = -.48$, $p < .01$; Study 2: $r = -.43$, $p < .01$; Study 3: $r = .15$, $p < .05$). It is difficult to know why we obtained this finding because our study is one of only a few to examine the antecedents and consequences of perceived organizational obstruction. However, we speculate that there likely were meaningful differences between the heterogeneous respondents from the United States who participated in Studies 1 and 2 and the homogeneous Chinese employees of a single internet company who participated in Study 3. Perhaps cultural differences contributed to the inconsistent correlations, but we speculate that the fragile work environment during restructuring at the Chinese internet company throughout our data collection likely contributed to tension that altered this relationship.

Third, we provide evidence that abusive supervision is an antecedent to and OCB-Os are an outcome of perceived organizational obstruction, especially when subordinates perceive that their supervisors are key representatives of their organizations (i.e., subordinates perceive higher levels of SOE than others). We make an important empirical contribution by expanding our knowledge of the social exchange predictors and consequences of perceived organizational obstruction. Ultimately, our empirical contribution offers a novel explanation for why perceived organizational obstruction captures the homeomorphic reciprocity implications of subordinates' perceptions of negative supervisory treatment on their positive social exchange behaviors intended to benefit their organizations.

11.1 | Limitations and directions for future research

Below, we describe this study's limitations, how the limitations affect the validity of the inferences drawn from the results, and actionable

opportunities for future research to address this study's limitations while replicating and extending our findings. Although we procedurally addressed CMB concerns before and during data collection, this study's main limitation is CMB concerns due to our reliance on self-report measures. It is well documented that CMB can inflate or deflate estimated relationships (Richardson, Simmering, & Sturman, 2009), which can make results difficult to interpret. However, researchers have found that CMB cannot artificially create interaction effects, but instead can actually make detecting interactions difficult because it only will deflate, rather than inflate, existing interactions (Evans, 1985; Siemsen, Roth, & Oliveira, 2010). Thus, CMB likely did not pose a substantial threat to the validity or interpretability of the inferences drawn from this study's findings because one of the main purposes of this study was to examine SOE as a moderator in the hypothesized model.

Nonetheless, we followed several methodological recommendations during the study design and data collection stages in order to reduce both the likelihood and effects of CMB. We procedurally addressed CMB concerns by (a) ordering constructs in the surveys in a way that masked the true purpose of the study and avoided priming effects, (b) varying the number of response scale points across measures, (c) varying the response scale formats across measures, and (d) utilizing study designs that incorporated temporally separated data (e.g., Podsakoff et al., 2003). Further, we were able to incorporate multisource data into the study design for Study 3 by including supervisors' responses for the dependent variable (i.e., OCB-Os). Despite the strengths of the study designs we used, we are not able to make claims of causality.

Although self-report measures are a limitation, they are considered one of the best ways to assess otherwise unmeasurable internal states (e.g., abusive supervision, perceived organizational obstruction, and SOE; Chan, 2009). Regardless, this is a promising area for future research to extend our study by examining other-rated behaviors (e. g., OCBs). Meta-analytic evidence demonstrates that the difference between self- and other-ratings of OCBs can be quite small (Carpenter, Berry, & Houston, 2014), but future researchers would still benefit from examining OCB-Os from multiple other-rated sources (e.g., coworkers) because it could simultaneously extend our study and address CMB concerns. Additionally, our constructive replication study design enabled us to demonstrate strong evidence of the validity of our findings, but the alterations to the study designs we made across studies (e.g., single-source versus dyadic data, two vs three time periods, and 5-item versus 15-item abusive supervision measure) made cross-cultural comparisons difficult. We encourage researchers to use study designs that facilitate the examination of cross-cultural differences when extending our findings.

Finally, our study was limited by not including important control variables in the analyses. Specifically, the robustness of our results would have been strengthened if we had controlled for important social exchange variables that prior research has identified as potential explanations for the relationship between abusive supervision and OCBs, such as perceived organizational support (e.g., Shoss et al., 2013) and procedural justice (Zellars et al., 2002). Thus, we advocate that future researchers tease out the unique variance explained by perceived organizational obstruction above and beyond the variance explained by important positive and negative social exchange variables

examined in prior research. Additionally, we encourage future research to build on our findings by simultaneously examining how positive and negative social exchange perceptions manifest in various perceptions and behaviors.

11.2 | Implications for practice

Our results have several implications for supervisors and organizations. First, supervisors' interactions with subordinates can affect how subordinates evaluate the social exchange relationships they have with their supervisors *and* organizations. Subordinates who perceive higher levels of SOE than others tend to view their social exchange relationships with their supervisors as reflective of their social exchange relationships with their organizations. We encourage organizational leaders to ensure that supervisors are made aware of their organizations' expectations for how supervisors should interact with subordinates. This strategy could help manage the social exchange relationships between subordinates, supervisors, and organizations because the effects of abusive supervision span beyond the social exchange relationships between subordinates and their supervisors to have consequences for the social exchange relationships between subordinates and their organizations as well.

Our findings demonstrate that subordinates' negative social exchange perceptions of supervisors (i.e., abusive supervision) and organizations (i.e., perceived organizational obstruction) are important predictors of subordinates' OCB-Os. We recommend that organizational precautions be taken to help alleviate employees' negative social exchange perceptions (i.e., abusive supervision and perceived organizational obstruction) before they become reinforced over time through social exchange relationships that elicit destructive effects on employees' workplace behaviors (e.g., OCB-Os).

12 | CONCLUSION

Our findings demonstrate that abusive supervision is indirectly associated with OCB-Os through perceived organizational obstruction and that SOE strengthens this conditional indirect effect. Our alternative theoretical perspective to prior research addresses social exchange source–target misalignment by emphasizing the alignment of sources, targets, and negative/positive natures of homeomorphic social exchange relationships across subordinates, supervisors, and organizations in order to explain why abusive supervision is indirectly associated with OCB-Os. Additionally, our results advance our understanding of the social exchange antecedents and consequences of perceived organizational obstruction by clarifying its role as a mediator of the relationship between abusive supervision and OCB-Os. Ultimately, our findings serve as an important illustration of the value of continued research efforts to understand the effects of negative social exchange relationships across subordinates, supervisors, and organizations.

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