

**Status Incongruence Effects Under Conditions of Task Interdependence:**

**Too Close for Comfort**

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## ABSTRACT

There are five generations of employees in the workforce. Such a distribution of ages makes it more likely that employees will be in non-traditional situations where workers are not only older but have more work experience, organizational tenure, or education than their supervisors. These situations reflect status incongruence and defy traditional workplace norms. We find that status incongruence with one's supervisor is negatively associated with job satisfaction. There is an indirect effect between status incongruence and organizational citizenship behavior (OCB) which is transmitted through job satisfaction. The relationship between status incongruence and job satisfaction is more negative when task interdependence with one's supervisor is higher rather than lower. Similarly, the relationship between status incongruence and OCB is more negative when task interdependence with one's supervisor is higher rather than lower. Results suggest that task interdependence may exacerbate employee responses to status incongruence.

*Keywords:* Status incongruence, job satisfaction, organizational citizenship behavior, task interdependence, subordinate-supervisor dyads

## 1.0 Introduction

With Generation Z (born 1997 to 2012) entering the workforce in large numbers while many Baby Boomers (born 1946 to 1964) and even Traditionalists (born 1928 to 1945) are still working out of desire or necessity, there are currently five different generations of employees in the workforce (Smith, 2021). In order from younger to older, these five generations are: Generation Z, Millennials, Generation X, Baby Boomers, and Traditionalists. Having such a large range of ages from teenagers to employees well over 80 years of age creates some surprising (and unexpected) peer-to-peer as well as supervisor-subordinate situations and dynamics, which we refer to as incongruent situations. We refer to status incongruence as settings where characteristics traditionally associated with leaders versus subordinates are violated (Jarmon, 1976; Perry, Kulik, & Zhou, 1999; Triana, Richard, & Yücel, 2017). For example, an older employee who is from the Traditionalist or Baby Boomer generation is reporting to a much younger supervisor who may be from Generation X (born 1965 to 1980) or a Millennial (born 1981 to 1996). When incongruence happens, the subordinates may also find that their supervisor is not only younger but could potentially have less education, and fewer years of work experience and/or tenure than they do. Each of these individual differences would contribute to situations of status incongruence, because typically the expectations from age norms are that those who are older and have more tenure, work experience, and education should lead while the less experienced should follow (Lawrence, 1996). The opposite of status incongruence is status congruence where the characteristics of the supervisor and subordinate would align with traditional organizational roles. Henceforth, we use the terms low status incongruence and high status incongruence to reflect the degree of status incongruence.

With regards to generational differences, the matter of status incongruence in

organizations is timely, because while it is increasingly commonplace for older employees to report to younger managers, status incongruence scholarship reveals that older employees (compared to younger employees) expect less from their younger, less experienced managers (Collins, Hair, & Rocco, 2009). Moreover, workplace demographics continue to change, and the age group of the worker pool continues to widen (Kunze, Boehm, & Bruch, 2011).

Prior work has shown the importance of status incongruence in explaining job attitudes and behaviors. A group of scholars has examined the effect of status incongruence based on age differences in explaining leadership behaviors (e.g., Collins et al. 2009), work engagement (Kulik et al., 2016), absenteeism, work change behavior, and citizenship (Perry et al., 1999). Others have extended the scope of status incongruence by integrating several demographic characteristics (i.e., tenure, age, experience, and education) to examine attitudes such as organizational commitment and job satisfaction (Miller & Richard, 2020; Triana et al., 2017).

Although this work pointed to the importance of status incongruence in explaining job attitudes and behaviors, it did it in a fragmented manner by examining either one single demographic characteristic as the basis of status incongruence in explaining job behavior or several demographic characteristics to explain job attitudes. Drawing from role congruity theory and existing work, we theorize and test a model explaining the causes and the conditions under which status incongruence (several demographic characteristics) reduces organizational citizenship behavior (a behavior) mediated by job satisfaction (an attitude). Organizational citizenship behavior (OCB) is broadly defined 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, 1988, p. 4). We posit that role incongruence in status characteristics is a violation of hierarchical norms related to age,

education, or experience, and therefore incongruence will negatively affect job satisfaction and, in turn, decrease OCB (Carmeli, 2005; Lavelle et al., 2007; Lawrence, 1996; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Norris-Watts & Levy, 2004; Perry et al., 1999; Sinclair, Tucker, Cullen, & Wright, 2005). Moreover, employee experiences at work typically lead people to respond attitudinally, followed by affect-driven behaviors (Weiss & Cropanzano, 1996). The present study examines the job satisfaction-OCB relationship not only because of potential theoretical and empirical contributions in relation to the status incongruence domain but also because of the importance of OCB in explaining several employee outcomes including higher performance evaluations, promotions, and retention (Podsakoff et al., 2018).

We further examine task interdependence between the supervisor and the subordinate as a factor that strengthens the negative impact of status incongruence in organizational contexts. Task interdependence creates ample opportunities to be reminded of the incongruent situation for employees who may have little respect for their supervisors (Collins et al., 2009; Welbourne & Sariol, 2017). We propose that higher levels of task interdependence between the supervisor and the subordinate will strengthen the negative effects of status incongruence on subordinate OCB. Indeed, frequent contact and reliance upon a supervisor that a subordinate perceives to be less qualified than themselves should reduce their level of contributions to the organization.

We contribute to the literature by integrating prior work and theorizing on why status incongruence, operationalized as several demographic characteristics, reduces organizational citizenship behavior partially mediated by job satisfaction. We expand on prior work related to status incongruence and particularly role congruity theory (Eagly & Karau, 2002) by integrating both attitudes (i.e., job satisfaction) and behaviors (i.e., organizational citizenship behavior) into a comprehensive model. We further qualify established relationships (Colquitt & Zapata-Phelan,

2007) by theorizing on task interdependence as a moderator of the relationship between status incongruence and job satisfaction as well as status incongruence and organizational citizenship behavior. We contribute to practice by finding support for status incongruence on both attitudes and behaviors as moderated by task interdependence, which calls for managers to consider a broader understanding of status incongruence, including age, education, work experience, and tenure, as well as the role of task interdependence as stressors depleting energy from subordinates.

## **2.0 Theory Development and Hypotheses**

To build our rationale, we draw from role congruity theory (Eagly, 1987; Eagly & Karau, 2002), which was initially developed with a focus on gender roles to understand the development of prejudice against female leaders. The basic idea behind role congruity theory is that when a person occupies a role that violates an expectation for their gender (i.e., a high-level leader who is a woman), the person occupying the role may be penalized because they are seen as violating a social role that society expects of them (Nandkeolyar et al., 2022). For a woman senior manager, her gender role expectation is to be communal while her professional role expectation is to be agentic, and therefore, there is an incongruence that can lead to prejudice against her (Eagly, 1987; Eagly & Karau, 2002). Although role congruity theory initially focused on gender, its concepts have been applied more broadly, because it explains how role violations and situations of incongruence for social groups to which one belongs (i.e., demographics) have effects on observers' perceptions, attitudes, and behaviors (Miller & Richard, 2020; Triana et al., 2017).

Role congruity theory predicts negative attitudes based on incongruence in demographic status signals (Eagly & Karau, 2002), such as age, tenure, experience, and education, in a supervisor-subordinate dyad. For example, younger people usually have less power and status

than older people (Sidanius & Pratto, 1999). Experience, education, and tenure are other status cues signaling aptitude and general competence (Bunderson, 2003). When a subordinate is older, with more tenure, more experience in the job, and more educated than a supervisor, incongruence in status characteristics emerge, and this incongruence can lead subordinates to feel dissatisfied with the situation, because it is commonly believed that those with higher status characteristics should enact the role of supervisor. However, it is important to note that given the diversity in today's workforce subordinate-supervisor dyads may experience status incongruence in a variety of ways, such as the subordinate having more experience than the supervisor (Triana et al., 2017). One reason for the negative affective reaction to status incongruence is because it is a violation of hierarchical norms (Lawrence, 1996; Perry et al., 1999). When subordinates experience status incongruence situations, they feel a misfit with and less commitment to their supervisor (Triana et al., 2017). We propose that this norm violation resulting from status incongruence should produce tension or felt conflict by the subordinate who may feel threatened by the incongruence (Miller & Richard, 2020; Triana et al., 2017), increasing feelings of dissatisfaction at work. This feeling of misfit and dissatisfaction should be less likely to crystallize under situations of low status incongruence because the role expectations fit the typical pattern of social role expectations (Eagly & Karau, 2002; Triana et al., 2017).

Empirical evidence provides some support for this prediction. With regards to age, older workers have lower expectations from their younger supervisors and are reluctant to adopt instructions by their supervisors than workers who are younger (Collins et al., 2009; Hirsch, 1990; Shellenbarger & Hymowitz, 1994). Lower expectations should make workers in a status incongruent situation more reluctant to adopt instructions and feel less satisfied at work.

In turn, and following previous research, we propose that job satisfaction positively

relates to organizational citizenship behavior. Indeed, a meta-analysis conducted by Organ and Ryan (1995) shows a corrected correlation between job satisfaction and organizational citizenship behavior equal to .28. In another meta-analysis, Podsakoff et al. (2000) reported corrected correlations between job satisfaction and different facets of organizational citizenship behavior ranging between .19 and .30. With these moderate-sized correlations, the relationship between job satisfaction and organizational citizenship behavior seems well established in the literature.

In summary, we expect that supervisor-subordinate status incongruence negatively relates to organizational citizenship behavior, and that relationship is mediated by job satisfaction. This reasoning is consistent with the theorizing that employees' experiences at work lead them to respond attitudinally first followed by affect-driven behavior (Weiss & Cropanzano, 1996).

We further posit that the relationship between status incongruence and job satisfaction is moderated by the level of task interdependence between the subordinate and the supervisor. Although researchers have been silent on the examination of task interdependence under the lens of role congruity theory, the inclusion of task interdependence as a moderator aligns with this theory. Role congruity theory (Eagly & Karau, 2002) states that contextual factors shape role definitions, and one of the ways in which this may take place is by the evaluation of behaviors in task-oriented group settings. Furthermore, in a review of the literature of role congruity theory, Triana et al. (2024) call for the study of task interdependence as a moderator to examine social norm violations. Task interdependence refers to how much a subordinate depends upon a supervisor to fulfill their job duties (van der Vegt & Janssen, 2003). Task interdependence provides opportunities for interaction as well as the distribution of resources, materials, and information necessary to complete the assigned tasks (Wageman & Baker,

1997). It involves lending a hand, adapting to facilitate coordination, workload sharing, and cohesion (Dierdorff et al., 2012). Task interdependence varies from none (employee completes the assigned duties and has all the resources needed for task completion) to high (employee exchanges resources and information with the supervisor to complete the tasks assigned) (Wageman & Baker, 1997).

We propose that when task interdependence is high, the relationship between status incongruence and job satisfaction will be more negative than when task interdependence is low because of the violation of hierarchical norms related to age, education, tenure, and experience (Lawrence, 1996; Perry et al., 1999). High frequency interaction and workload sharing will be a constant reminder for a subordinate of the norm violation and the incongruence of status characteristics with their supervisor (Lawrence, 1988; Welbourne & Sariol, 2017). For example, subordinates may feel that the supervisor does not have the experience or the education needed to make requests or to share potential solutions to problems. This feeling of misfit would exacerbate tension and feelings of dissatisfaction (Triana et al., 2017). Relatedly, it is possible that in this collaboration the subordinate realizes that the supervisor is not doing such a good job. Alternatively, task interdependence may negatively affect work outcomes when it is not really needed.

It is important to note that van der Vegt and Janssen (2003) argue for a positive effect of task interdependence considering that it increases the understanding of one another. However, under conditions of status incongruence evidence partially supports the view of a negative effect of task interdependence. For example, Tonks et al. (2009) found that older workers view younger supervisors with a bundle of generally negative perceptions, perceiving that supervisors lack managerial experience and training. Aubé et al. (2009) concluded that

high task interdependence negatively moderates the relationship between interpersonal aggression and psychological well-being and between boastfulness and psychological well-being. Under conditions of low task interdependence though, a subordinate is not constantly reminded of this status misfit between them and their supervisor (Triana et al., 2017; Welbourne & Sariol, 2017). In turn, this should minimize the opportunities for tension resulting from norm violation in demographic characteristics between the subordinate and their supervisor. Thus, we propose that:

*Hypothesis 1. Status incongruence negatively relates to subordinate job satisfaction when task interdependence with the supervisor is high rather than low.*

Following the prior logic, we posit an interaction effect between status incongruence and task interdependence in predicting organizational citizenship behavior. As high status incongruence violates status norms (Lawrence, 1996) and high task interdependence involves high levels of exchange with a supervisor who violates these status norms, the willingness to go beyond the specific duties of the job should be reduced. The tension emerging from this high level of resource exchange may deter subordinates from exerting extra effort in the fulfillment of the requirements of the job. Conversely, low task interdependence between the subordinate and the supervisor should reduce both tension and the likelihood of subordinates' perceptions of norm violation. Under this condition, subordinates may be less likely to refrain from exerting behaviors that go beyond the call of duty.

The empirical evidence for this prediction is partially mixed. Consistent with our rationale, Chattopadhyay et al. (1999) found that demographic dissimilarity negatively relates to organizational citizenship behavior. According to Perry et al. (1999), status incongruence (i.e., measured as age dissimilarity) is associated with negatively motivated work change behavior in

response to negative work affect. They also found that older workers enacted higher organizational citizenship behavior. Perry and collaborators speculated about this finding, indicating that older workers may perceive lower status differences with the supervisor, that older workers may just exhibit more responsible work behaviors than those who are younger, that older workers may need to compensate for their younger manager's lower experience, training, and knowledge, or that younger supervisors may have demanded more from older workers than younger workers. Consistent with this last alternative, Tsui et al. (1995) suggested that younger supervisors may perceive older workers as lacking what it takes to perform the job well. Tsui, Porter, and Egan (2002) found that older subordinates received lower organizational citizenship behavior scores from younger supervisors than from older supervisors. The highest subordinate scores in citizenship behavior were given by older supervisors. A more recent study supports the rationale proposed. Welbourne and Sariol (2017) found that the negative relationship between incivility and withdrawal behaviors is stronger under conditions of high task interdependence than under conditions of low task interdependence. Therefore, we propose:

*Hypothesis 2. Status incongruence negatively relates to subordinate OCB when task interdependence with the supervisor is high rather than low.*

In summary, we propose that the interaction effect of status incongruence and task interdependence will relate to organizational citizenship behavior mediated by job satisfaction. The norm violation and tension resulting from the status incongruence (Lawrence, 1996; Miller & Richard, 2020), enhanced by the high frequency of exchanges produced by high task interdependence will diminish job satisfaction and ultimately reduce the likelihood of enacting behaviors beyond the call of duty. Meta-analytic evidence shows a relationship between job satisfaction and organizational citizenship behavior (Organ & Ryan, 1995). In addition, scholars

noted that task interdependence is one of the most important determinants of organizational citizenship behaviors (Chen et al. 2009; Podsakoff et al., 2018). Therefore, we expect that the norm violation emerging from status incongruence reduces job satisfaction, particularly under conditions of high task interdependence, ultimately reducing OCB. We predict that:

*Hypothesis 3. Job satisfaction will partially mediate the interactive effect of status incongruence and task interdependence on subordinate OCB.*

For a visual depiction of the complete conceptual model, see Figure 1.

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### **3.0 Methods**

#### **3.1 Sample and Procedures**

Participants who answered the survey were employees of a large Turkish hospital. Employees and their managers were provided with their respective survey along with a memo describing the goals of the research, ensuring confidentiality, and highlighting the voluntary nature of the participation. The questionnaire was originally written in English and then translated into Turkish by a bilingual speaker of both Turkish and English. The Turkish questionnaire was then translated back to English by a different bilingual Turkish-English speaker to ensure equivalence between the two questionnaires (Brislin, 1980). To construct the survey, we also asked seven hospital CEOs and five management experts to read the survey and provide feedback, and we edited the questionnaire based on their feedback. We pre-tested the new version of the survey on 25 executive Master of Business Administration (MBA) students. The manager survey asked managers to report their age, gender, work experience, organizational tenure, and to rate their employees' organizational citizenship behavior (OCB) as well as items unrelated to the current study. The employee survey consisted of items about employees'

demographics, job satisfaction, and task interdependence.

We obtained a list of employees and their managers from the Human Resources Department. The primary human resources contact emailed employees to invite them to engage in the study. The human resources employee also placed surveys in employees' mailboxes. Six weeks after the survey was distributed, the human resources representative sent a postcard inviting all employees and managers who had not yet completed their surveys to do so. There was one manager per team. We used an identification code on the employee survey, and employees gave that code to their managers for them to also use so that their surveys could be matched. Participants were asked to not share their identification codes with anyone other than their managers to maintain confidentiality (Tepper & Taylor 2003). Surveys were returned by subordinates in stamped, pre-addressed envelopes. Manager surveys were returned in a sealed envelope signed with the identification code on the seal and mailed back to the research team. Both manager and employee surveys were returned to the researchers for confidentiality.

A total of 41 managers received the manager survey while 492 employees received the subordinate survey. Thirty-four surveys from managers and 396 surveys from subordinates were returned, yielding 82.9% and 80.4% response rates respectively. After removing missing observations, 378 manager-employee dyads (378 employees and 34 managers) represented the final sample. We checked for non-response bias using employee records from the hospital. There were no significant differences between people who fully completed the survey and those who did not based on age, gender, or tenure for employees or managers. Of the 378 employees, 68% were women. Employees were 33 years old on average ( $SD = 9.73$ ), with a mean total work experience of 13.06 years ( $SD = 7.51$ ), a mean of 8.82 years of work experience in their current organization ( $SD = 5.57$ ), and a mean of 3.46 years of working with their immediate supervisor

( $SD = .99$ ). Among the managers, 59% percent were women. Their mean age was 42 years ( $SD = 6.18$ ). They had a mean of 11.94 years of work experience in their current organization ( $SD = 4.65$ ) and a mean total work experience of 18.97 years ( $SD = 4.50$ ).

### 3.2 Measures

#### Independent Variable

##### **Status incongruence (amongst an employee and their immediate supervisor).**

Regarding measurement, our approach is consistent with Triana et al. (2017), who relied upon valid status incongruence measures documented in the work of Perry et al. (1999), Jarmon (1976), and Lundberg, Kristenson, and Starrin (2009). Our initial step was to see if status incongruence existed among subordinates and their immediate supervisors based on experience, age, education, or tenure. Supervisors' age was a continuous variable assessed in number of years on the supervisor's questionnaire. In addition, the subordinate's age was assessed in number of years on the subordinate's questionnaire. Subordinate's education was reported by the subordinate while supervisor's education was reported by the supervisor. Education was captured categorically with rank (1 = *high school*, 2 = *associate degree*, 3 = *bachelor's degree*, 4 = *graduate degree*). Both subordinates and supervisors reported their own total years of work experience and company tenure as a continuous number in their own distinct questionnaires. Following Triana et al. (2017), we computed supervisor variables (age, education, experience, and tenure) minus subordinate variables to create one new variable representing the difference between supervisor and subordinate on four variables: age, education, work experience, and organizational tenure. Negative numbers suggest a status incongruence on a specific variable dimension indicating that a particular subordinate is older or more educated or more experienced or has stayed in the organization longer compared to their immediate supervisor. Consistent with

Triana et al. (2017), the negative numbers were coded into dummy variables. We coded a separate dummy variable for all four subsequent variables as 1 = *high status incongruence* or 0 = *low status incongruence* to derive four unique indicators of status incongruence. A value of 1 for any of the indicators represents status incongruence whereby subordinates are higher/better relative to their supervisors. These four status incongruence indicators were summed to derive a global measure of status incongruence among the supervisors and their subordinates, varying from a minimum of 0 to a maximum of 4. For a breakdown of the frequencies and percentages of the incongruencies for all four status indicators, please see Table A16 in the Online Appendix.

### **Moderator Variable**

**Supervisor-Subordinate Task Interdependence.** We used the scale from Van der Vegt and Janssen (2003) which consisted of five unique items. Two representative items are: “I need information and advice from my supervisor to perform my job well” and “I regularly have to communicate with my supervisor about work-related issues.” Items were measured on a 7-point Likert-type scale (1 = *strongly disagree* and 7 = *strongly agree*). Cronbach  $\alpha$  was .93.

### **Mediator Variable**

**Subordinate Job Satisfaction.** We used three items from Cammann et al. (1983) to capture job satisfaction. A sample item is “All in all, I am satisfied with my job.” The items were measured on a seven-point Likert-type scale (1 = *strongly disagree* to 7 = *strongly agree*). Cronbach  $\alpha$  was .95.

### **Dependent Variable**

**Subordinate OCB (Supervisor-rated).** We measured organizational citizenship behaviors (OCB) using a 16-item scale by Lee and Allen (2002) where 8 items reflect OCB directed at individuals and 8 items reflect OCB directed at the organization. Sample items were

whether the subordinate “helps others who have been absent” and “goes out of their way to make new employees feel welcome in the work group.” Supervisors rated the OCB of their subordinates with a Likert-type scale (1 = never, 7 = always). Cronbach  $\alpha$  was .96.

### **Control Variables**

**Team size.** We controlled for team size because in larger teams, it is hard for the supervisor to maintain a close personal relationship with each subordinate, and that can impact employee job attitudes (Pelled et al., 1999). This was measured continuously with one question on the supervisor survey.

**Dyadic fit with supervisor.** We controlled for dyadic fit, because feelings of good fit can improve job attitudes (Lopez et al., 2009). We used a four-item measure of perceived organizational fit published by Lopez et al. (2009) and modified the items slightly to reflect perceived dyadic fit with one’s supervisor. The items were answered on a scale from 1 = *not at all* to 5 = *extremely*. The items were “To what extent... a) are your values similar to those of your supervisor? b) does your personality match that of your supervisor? c) does your supervisor fulfill your needs? and d) is your supervisor a good match for you?” Cronbach  $\alpha$  was .88.

**Task complexity.** The literature shows that task complexity is positively related to job satisfaction, so we controlled for this factor in our models (Schwab & Cummings, 1976; Taber & Alliger, 1995). We adapted two items from Pelled et al. (1999). The items are “The technology, required skills, or information needed in your job are constantly changing” and “During a normal work week, exceptions frequently arise that require substantially different methods or procedures to perform your job.” This was measured on a scale from 1 = *strongly disagree* to 7 = *strongly agree*. Cronbach  $\alpha$  was .87.

**Supervisor’s cognition-based trust in subordinate (supervisor-rated).** This was

measured using the six-item scale from McAllister (1995), because having the supervisor's trust can improve subordinate job satisfaction and helping behavior. A sample item is "The subordinate approaches his/her job with professionalism and dedication." This was measured on a scale from 1 = *strongly disagree* to 7 = *strongly agree*. The Cronbach  $\alpha$  was .72.

### 3.3 Confirmatory Factor Analysis

We conducted a confirmatory factor analysis (CFA) in AMOS 24 to examine the discriminant validity of the four variables which are subordinate-rated in the study (e.g., task interdependence, task complexity, job satisfaction and dyadic fit). We compared the proposed four-factor measurement model with alternative models. Fit indices for the proposed four-factor model showed an excellent fit to the data ( $\chi^2 = 226.009$ ,  $df = 71$ ; Kline, 2005): comparative fit index (CFI) = .96, incremental fit index (IFI) = .96, Standardized RMR = .03 and the best across all comparisons (analysis available from the first author). Thus, our results provide empirical evidence of the distinctiveness of the variables.

We next conducted a CFA including all the variables which are supervisor-rated in the study (e.g., organizational citizenship behavior and cognitive trust). We compared the proposed two-factor measurement model with an alternative one-factor model (combining organizational citizenship behavior and cognitive trust). Fit indices for the proposed two-factor model were strong ( $\chi^2 = 816.116$ ,  $df = 208$ ; Kline, 2005), CFI = .94, IFI = .94, SRMR = .03. The one-factor model in which we merged organizational citizenship behavior and cognitive trust factors to form a single factor was a significantly worse fit to the data: CFI = .73, IFI = .73, SRMR = .18;  $\Delta \chi^2 = 2138.763$ ,  $df = 1$ ,  $p < .001$ . The results indicate that the two-factor model fit our data best.

### 3.4 Analyses and Results

Since the sample contains subordinates nested underneath supervisors, we first conducted

an analysis using hierarchical linear modeling (HLM; Bryk & Raudenbush, 1992; Hofmann, 1997) to ascertain whether running analyses using HLM was necessary. For the dependent variables, job satisfaction and OCB, we ran an intercept only model to assess if a significant amount of variance in these two dependent variables was predicted by the supervisors. Results showed that it was necessary to run analyses in HLM, because both job satisfaction and OCB were significantly predicted by supervisor effects. Specifically, 9.24% of the variance in subordinate job satisfaction was explained by the supervisor ( $p = .000$ ). Also, 12.56% of the variance in OCB was explained by the supervisor ( $p = .000$ ).

Therefore, we used HLM 7 to test the interactions in Hypotheses 1 and 2. Continuous independent variables forming the interaction term were grand mean centered to mitigate multicollinearity as advised by Aiken and West (1991) and Hoffman and Gavin (1998). Then, because Mplus has the ability to test indirect effects in nested models using a Monte Carlo resampling method, we used Mplus v8 software to test the entire moderated mediation model in Hypothesis 3. Table 1 presents descriptive statistics and correlations for all study variables created in SPSS 29.

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Insert Table 1 about here  
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Hypothesis 1 stated that status incongruence negatively relates to subordinate job satisfaction when task interdependence with the supervisor is high rather than low. Model 3 of Table 2 shows support for Hypothesis 1, as the interaction effect of status incongruence and task interdependence with the supervisor predicting subordinate job satisfaction is right at statistical significance ( $\gamma_{50} = -.10$ ,  $t = -1.96$ ,  $p = .051$ ) using two-tailed tests ( $p$  value would be .0255 using a one-tailed test which would be acceptable given the directional nature of H1; Hinkle, Wiersma,

& Jurs, 2003). We followed Aiken and West (1991) to plot the interaction. As Figure 2 shows, when task interdependence with the supervisor is lower, the relationship between status incongruence and employee job satisfaction is negative and not statistically significant ( $-1 SD, b = -.02, t = -.28, p = .780$ ). When task interdependence with the supervisor is higher, the relationship between status incongruence and employee job satisfaction is negative and statistically significant ( $+1 SD, b = -.36, t = -3.79, p = .000$ ). Hypothesis 1 is supported.

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 Insert Table 2 and Figure 2 about here  
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Hypothesis 2 stated that status incongruence negatively relates to subordinate OCB when task interdependence with supervisor is high rather than low. Model 3 of Table 3 shows support for Hypothesis 2, as the interaction effect of status incongruence and task interdependence with the supervisor predicting subordinate OCB is statistically significant ( $\gamma_{50} = -.10, t = -2.72, p = .007$ ). As Figure 3 shows, when task interdependence with the supervisor is lower, the relationship between status incongruence and employee OCB is positive and not statistically significant ( $-1 SD, b = .12, t = 1.79, p = .074$ ). When task interdependence with the supervisor is higher, the relationship between status incongruence and employee OCB is negative and statistically significant ( $+1 SD, b = -.23, t = -3.47, p = .001$ ). Thus, Hypothesis 2 is supported.

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Hypothesis 3 predicted that job satisfaction will partially mediate the interactive effect of status incongruence and task interdependence on subordinate OCB. To test Hypothesis 3, we applied the Monte Carlo resampling method (Preacher & Selig, 2010) using Mplus v8 software (Muthén & Muthén, 1998-2017). Although the indirect effect from status

incongruence to OCB through job satisfaction using 20,000 resamples was not significant at low values (-1SD) of task interdependence (-0.10, 95% CI [-0.148, 0.129]), the indirect effect of the same path was significant at medium/mean (-0.11, 95% CI [-0.211, -0.06]) and high levels (+1SD) of task interdependence (-0.21, 95% CI [-0.359, -0.059]). Table 4 summarizes the results that show support for Hypothesis 3.

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As a robustness check, we conducted a supplemental analysis testing the full moderated mediation model using the Hayes Process Macro model 8 in SPSS 29 with 10,000 bootstrap iterations. Results are consistent with those presented above using the HLM and Mplus analysis. The index of moderated mediation was statistically significant ( $b = -.06$ , standard error = .03, lower level of the confidence interval = -.1173, upper level of the confidence interval = -.0004). Therefore, a test of the entire model in SPSS also supports our theory and hypotheses. For supplemental analyses including results broken down by each type of incongruence (i.e., age, tenure, experience, education) see the Online Appendix Tables A1 to A10.

### **3.5 Supplemental Sample**

Next, we present a supplemental sample from the U.S. to determine whether the results from Turkey will generalize across country contexts.

#### **3.5.1 Sample and Study Design**

Participants were recruited from graduate executive education courses at a large public university in the Southwestern U.S. Participants were all U.S. residents, adults, and full-time employees. Invitations were sent to all eligible graduate students as well as a link for them to send to their supervisors. Students received up to two bonus points in the class final grade in

exchange for their participation and that of their supervisor (1 point each). An initial sample of 92 supervisor-subordinate pairs was obtained, but the final sample size obtained after removing observations with missing data was 73 paired observations. Subordinates were 28 years old on average, with an average of 6 years of total work experience and 3 years of organizational tenure. Supervisors were 39 years old on average with an average of 17 years of total work experience and 9 years of organizational tenure. In terms of racial background, subordinates were 19% White, 59% Asian, 10% Hispanic, 7% Black, 1% American Indian, and 4% Other. Supervisors were 40% White, 38% Asian, 8% Hispanic, 7% Black, 3% American Indian, and 4% Other.

As in the Turkish sample, to rule out the type of relationship (i.e., bond) between a subordinate and their supervisor, which could impact employee job satisfaction and organizational citizenship behavior, we controlled for the subordinate's dyadic fit with their supervisor as well as the supervisor's cognitive trust in the subordinate. The subordinate survey asked questions about task complexity, dyadic fit with one's supervisor, task interdependence, and job satisfaction. The supervisor survey asked about the supervisor's cognitive trust in the subordinate and the subordinate's organizational citizenship behavior.

### **3.5.2 Supplemental Study Measures**

#### **Independent Variable**

**Status incongruence (among subordinates and their immediate supervisors).** This was measured using the same technique as in Study 1. For a breakdown of the frequencies and percentages of the incongruencies for all four status indicators, please see Table A17 in the Online Appendix.

#### **Moderator Variable**

**Supervisor-Subordinate Task Interdependence (subordinate-rated).** We used the

same scale used in Study 1. Cronbach  $\alpha$  was .75.

### **Mediator Variable**

**Subordinate Job Satisfaction (subordinate-rated).** We used the same items as in Study 1. Cronbach  $\alpha$  was .86.

### **Dependent Variable**

**Subordinate OCB (Supervisor-rated).** Supervisors rated the OCB of their subordinates using the same measure as Study 1. Cronbach  $\alpha$  was .96.

### **Control Variables**

**Dyadic fit with supervisor.** We used the same measure as in Study 1. Cronbach  $\alpha = .71$ .

**Task complexity.** We used the same measure as in Study 1. Cronbach  $\alpha$  was .78.

**Supervisor's cognition-based trust in subordinate (supervisor-rated).** We used the same measure as in Study 1. Cronbach alpha was .77.

**Team size.** As in Study 1, this was measured with one question on the supervisor survey.

### **3.5.3 Supplemental Study Preliminary Analyses**

We conducted a confirmatory factor analysis in LISREL to test the discriminant validity of the scales measured in both the subordinate and supervisor surveys. In the subordinate survey, scales were task complexity, task interdependence, dyadic fit, and job satisfaction. A four-factor solution was a good fit for the data ( $\chi^2 = 100.15$ ,  $df = 71$ , CFI = .96, IFI = .96, SRMR = .08; Hu and Bentler, 1988; Kline, 2005) and showed a significantly better fit than two- and three-factor solutions. The four factor-solution was also significantly better than a one-factor solution ( $\chi^2 = 329.10$ ,  $df = 77$ , CFI = .63, IFI = .64, SRMR = .17;  $\Delta \chi^2 = 228.95$ ,  $\Delta df = 6$ ,  $p < .05$ ).

The supervisor survey measured cognition-based trust in subordinate and subordinate OCB. A two-factor solution was a good fit ( $\chi^2 = 403.14$ ,  $df = 208$ , CFI = .96, IFI = .96, SRMR =

.08; Hu and Bentler, 1988; Kline, 2005) and a significantly better fit than a one-factor solution ( $\chi^2 = 549.11$ ,  $df = 209$ , CFI = .92, IFI = .92, SRMR = .09;  $\Delta\chi^2 = 145.97$ ,  $\Delta df = 1$ ,  $p < .05$ ).

### 3.5.4 Supplemental Study Results

We tested the hypotheses using regression analysis in SPSS 29 as well as using the Hayes Process Macro Model 1 with 10,000 bootstrap iterations and Huber-White errors. Table 5 shows the descriptive statistics and correlations for all the study measures.

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 Insert Table 5 about here  
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Hypothesis 1 proposed that status incongruence is negatively related to subordinate job satisfaction at high levels of task interdependence with the supervisor. We tested the interaction using Hayes Process Macro Model 1 with 10,000 bootstrapped iterations with Huber White errors (Hayes, 2017). Model 3 of Table 6 shows support for Hypothesis 1, as the interaction effect of status incongruence and task interdependence with the supervisor predicting subordinate job satisfaction is statistically significant ( $b = -.32$ ,  $t = -3.61$ ,  $p = .001$ ). The 95% confidence intervals of the conditional effects of status incongruence at high values of task interdependence with the supervisor (+1SD) did not include zero ( $-.68$ , 95% [-1.309, -.047]), and thus Hypothesis 1 was supported. See Figure 4 for a plot of the interaction.

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 Insert Table 6 about here  
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Hypothesis 2 proposed that status incongruence is negatively related to subordinate OCB as reported by their supervisor when task interdependence with the supervisor is high rather than low. Model 3 of Table 7 shows no support for Hypothesis 2 as the interaction coefficient of status incongruence and task interdependence with the supervisor predicting subordinate OCB is

not statistically significant ( $b = -.11, t = 1.09, p = .278$ ).

There was no evidence of a conditional indirect effect from incongruence to OCB through job satisfaction moderated by task interdependence when testing for moderated mediation. Therefore, Hypothesis 3 was also not supported in the U.S. sample. Given the small sample size of the U.S. data, we interpret our conclusions with care.

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 Insert Table 7 about here  
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For supplemental tables and analyses for each dimension of incongruence (i.e., age, experience, tenure, education), see Tables A11a to A15a in the Online Appendix.

## **4.0 Discussion**

### **4.1 Theoretical Implications**

Results inform and extend role congruity theory (Eagly & Karau, 2002; Triana et al., 2024) by providing boundaries to its explanatory power across the two countries we investigated: Turkey and the U.S. Specifically, results provide strong support for task interdependence as heightening the negative effect of status incongruence on job satisfaction both in the U.S. and in Turkey. However, the results associated with task interdependence as heightening the negative relationship between status incongruence and OCB are not supported for the U.S., potentially because of a lack of statistical power due to the smaller sample size in the U.S. Also, mean levels of OCBs were higher (with lower variance) in the U.S. than in Turkey. There may be less variance in the U.S. if employees believe that OCBs are expected as part of their job duties.

Looking at research conducted on status incongruence by other scholars provides further clarity to our findings. Our results provide a consistent picture associated with theories claiming negative effects of status incongruence particularly associated with job attitudes and perceptions.

For example, grounded in role congruity theory (Eagly & Karau, 2002), scholars found a negative effect of status incongruence on affective commitment (Miller & Richard, 2020; Triana et al., 2017). Grounded in system justification theory, a group of scholars found status incongruence effects on subordinates' perceptions of the promotion system (Li et al., 2023). Our study extends the research on status incongruence and particularly role congruity theory (Eagly & Karau, 2002) by considering the interactive effect of status incongruence and task interdependence in explaining job satisfaction.

The results also extend prior findings regarding job behaviors. Miller and Richard (2020) found a negative effect of status incongruence on creative performance, while Tsui et al. (2002) found a negative effect on extra-role behaviors. The support for status incongruence in explaining OCB in Turkey suggests that the negative impact of status incongruence generalizes across job behaviors and contexts.

Results regarding task interdependence partially align with current work. Zhao, Wang, Chen, and Shi (2019) found that task interdependence moderates the negative effect of workplace ostracism on knowledge sharing, with a stronger negative relationship under conditions of high task interdependence than under conditions of low task interdependence. Welbourne and Sariol (2017) found that the relationship between incivility and withdrawal behavior was stronger for employees with high task interdependence than for employees with low task interdependence. Finally, and following the same trend of results, Aubé, Rousseau, and Mama (2009) concluded that task interdependence moderated the negative relationship between interpersonal aggression and psychological well-being as well as that between boastful behavior and psychological well-being. Collectively, this set of results seems in agreement with the argument that work-related characteristics may exacerbate employee responses to work stressors

(Frone et al., 1995; Welbourne & Sariol, 2017).

To this body of knowledge, we need theory to integrate cases in which high task interdependence negatively moderates other types of relationships. For example, Langfred (2005) found that high task interdependence strengthened the positive relationship between team autonomy and team performance; however, it negatively strengthened the relationship between individual autonomy and team performance. In summary, current work on task interdependence as a moderator variable suggests that task interdependence is a double-edged sword neutralizing, or further negatively affecting work outcomes when it is not needed, and positively affecting outcomes when it fits the right situation.

#### **4.2 Practical Implications**

Based on results from the Turkish sample, status incongruence combined with task interdependence with one's supervisor seems to be a stressor that depletes energy from subordinates, thereby limiting their enthusiasm for doing OCB. Lazarus and Folkman (1984) describe that stress over a long period of time result in burnout. If the supervisor and subordinate have a status incongruence issue between them, employees may see no change in the situation, and it becomes hopeless. This seems to be bad news for age-diverse organizations because there are currently five different generations in the workplace. With older employees working longer due to financial need or the desire to work, the probability of having older workers reporting to younger, less experienced, or less tenured supervisors increases. This is especially true if younger managers are more mobile to move from job to job while older employees tend to stay in the same organization longer due to age discrimination and lower job mobility.

In settings characterized by a mix of different age groups, the importance of a holistic view of status incongruence intensifies. Workplaces with age diversity unite individuals with

diverse experiences, technological adeptness, and working methods, which can, if not handled adeptly, result in miscommunications and disputes. By promoting positive norms around age diversity, organizations can harness the unique knowledge and skills each generation brings, fostering a more inclusive and productive work environment. Encouraging respect for different perspectives and work approaches allows employees to learn from one another and innovate more effectively. Organizations can promote positive norms around age diversity through various initiatives, such as age-diversity training programs, intergenerational team-building activities, and mentorship schemes that pair younger employees with more experienced colleagues. By fostering an environment where all generations feel valued and included, organizations can reduce the likelihood of conflicts arising from generational misunderstandings or biases.

It is also notable that age does seem to have the strongest effects of the four status incongruence indicators we measured (age, education, work experience, and organizational tenure). When we look across the results (in the Online Appendix) broken out by each individual status incongruence indicator, age appears to have the strongest effects on the outcome variables. This could be because age is the most visible of the four indicators. Age has also been given media attention and research attention recently due to the increasing age diversity of the workforce. Therefore, it may be the most obvious of the four status incongruences indicators (age, tenure, work experience, education) to the subordinates.

Although age is the typical studied dimension of status incongruence, we believe that companies need to take a broader understanding of status incongruence which requires that they simultaneously consider not only age but also education, work experience, and organizational tenure (Triana et al., 2017). For example, even if status incongruence exists for age, this could be

offset if there is status congruence along other dimensions. One could imagine that a manager who is younger than their subordinate can demand more respect if they have more education (e.g., a master's degree), have more work experience in the sector, and have been with the company for longer. In this situation, status incongruence based on age is not a significant driver of job satisfaction. We believe that if managers have a broader view of dimensions that comprise status incongruence, they will be better equipped to avoid situations in which a manager is supervising subordinates where more severe status incongruence exists.

While inequalities and tensions associated with race and gender have gotten a lot of attention in society with the Black Lives Matter and the MeToo movements, organizations may need to pay more attention to age and establish positive norms about age diversity. For example, organizations may emphasize in their communication to employees, in the pictures that they use on their website, in their advertisements, and in their office decor that all five generations are valued, and all can contribute unique knowledge and skills to the workplace. By framing age diversity as an important asset which can allow organizations to better provide services to its customers and understand an age-diverse customer base, hopefully friction between supervisors and subordinates in status incongruent situations can be attenuated. Seeing age diversity as an opportunity rather than a threat will help mitigate tensions and integrate diverse workers into a more productive workforce (Cox, 1994; Triana et al., 2017).

### **4.3 Limitations and Future Research Directions**

Although our confirmatory factor analysis shows the distinctiveness of the constructs, task interdependence, our moderator, would ideally have been collected at a different time period than job satisfaction in order to reduce potential concerns related to common method bias (Chang, van Witteloostuijn, & Eden, 2020). However, we are less concerned with this interpretation because task interdependence is not an attitudinal variable but rather more of a

statement about the extent to which the subordinate works with the supervisor. Nevertheless, in addition to collecting variables at different time periods, we suggest that also collecting the task interdependence measure from the supervisor also might allow for a test of interrater reliability between the subordinate and supervisor, lending more confidence in the usage of the moderator.

The findings provided consistent results for the moderated effect of task interdependence on the relationship between status incongruence and job satisfaction across two different countries. However, the results related to OCB differed. Although one potential explanation for the lack of results in the U.S. is the low sample size for the supplemental sample, more research is needed to evaluate the generalizability of the findings across countries given that the evidence available regarding task interdependence and OCB is mostly limited to the U.S. We recommend testing status incongruence models in additional national contexts beyond previous research that has investigated its effects in Turkey and the U.S. (e.g., Triana et al., 2017). Countries vary along power distance lines, and this has implications for when status incongruence is more salient (Matta, Rogova, & Luna-Cortés, 2022). More data should be collected in other countries to establish the generalizability of the findings.

In addition to researching status incongruence in other national contexts, we also recommend the examination of different dimensions of incongruence and the relative weight of each incongruence dimension. Regarding the examination of different dimensions of incongruence, scholars may examine the interactive effects of these status incongruence dimensions in examining job satisfaction and organizational citizenship behavior. Drawing from our theorizing related to status characteristics and norm violation as well as our post-hoc results, we would expect that under conditions of high status incongruence in which the subordinate is older, with more work experience, education, and higher tenure than the supervisor, job

satisfaction would be lower than under conditions in which the supervisor is older, with more tenure, education, and more work experience. We would expect a similar prediction for organizational citizenship behavior.

Regarding future research avenues on investigating the relative weight of each incongruence aspect, we call for the examination of the weight of education as a function of age, tenure, and work experience. Why is education less important than other status characteristics and what are the implications for training and development in organizational contexts? Also, future research should examine the different weights in explaining job satisfaction and organizational citizenship behavior. Why is the incongruence in age, tenure, education, and work experience different in explaining job satisfaction versus organizational citizenship behavior?

Future research should incorporate measures of supervisor-directed OCBs to provide a more nuanced picture of status incongruence effects. Our measure of OCB was broad in nature and could only capture OCB directed towards any individual which may not include the supervisor specifically. We recommend that future research consider OCB towards the supervisor in addition to OCB towards peers and OCB towards subordinates to see how status incongruence differentially impacts OCB towards specific targets at the individual level.

We also suggest that scholars consider the role of climate for inclusion and an inclusive leader as they might buffer the negative impact of status incongruence. The role of a climate for inclusion, defined as the extent to which company practices and policies encourage and reward the acceptance of all employees with a particular emphasis on historically underrepresented minorities, might reduce status differences in organizations, and hence, the subsequent negative impact of status incongruence (Mor Barak, 2005; Mor Barak, Luria, & Brimhall, 2022; Nishii, 2013; Shore, Cleveland, & Sanchez, 2018). Also, leadership matters and an inclusive leader, who

purportedly fosters employees' job-related and social inclusion might be better able to interact with subordinates in incongruent circumstances in a way where they feel a sense of belongingness, thereby reducing the potential for detrimental status incongruence effects (Fujimoto & Uddin, 2021; Randel et. al., 2018). One might imagine a fully inclusive environment where not only the climate is inclusive but also the leader is inclusive such that any status differences between a supervisor and a subordinate are irrelevant because all employees feel a sense of belongingness and their viewpoints are fully utilized. Such an environment has implications for both subordinate and supervisor outcomes. In fact, we recommend that scholars also consider the effects of status incongruence on supervisor attitudes and behaviors.

Finally, while we have focused on subordinate outcomes, our model might show that status incongruence also has detrimental effects on the supervisor because they could feel a need to exert additional effort to prove that they deserve their positions and further earn the respect of their subordinates. Even more implications are evident for supervisor behaviors when one considers supervisors in status incongruence settings directing a large number of subordinates coupled with a high level of task interdependence, because supervisor resources might become depleted, elevating their levels of stress and job dissatisfaction (Arnold, Connelly, Walsh, & Martin Ginis, 2015). In sum, we suggest that researchers explore the impact of status incongruence on both members of the subordinate-supervisor dyad.

## **5.0 Conclusion**

The present study examined how status incongruence situations between supervisors and subordinates influence important employee outcomes at work including job satisfaction and OCB. We investigated a comprehensive moderated mediation model that describes both when and why status incongruence with one's supervisor reduces job satisfaction and ultimately lowers

OCB, moderated by task interdependence with one's supervisor. Results provide a consistent picture with theories claiming negative effects of status incongruence between supervisors and subordinates, particularly in regard to job satisfaction. Findings are integral to theoretically understanding the role of task interdependence in supervisor-subordinate dyads.

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Table 1

## Descriptive Statistics and Correlations (Turkey sample)

Variables	Mean	<i>SD</i>	1	2	3	4	5	6	7
1. Team Size	12.36	3.77							
2. Task Complexity	4.90	1.55	.06						
3. Dyadic Fit	3.18	.91	-.09	.01					
4. Supervisor Trust in Subordinate	4.03	1.13	-.05	.10	.62				
5. Status Incongruence	.65	1.04	.11	.01	.03	.06			
6. Task Interdependence	3.85	1.72	-.04	-.10	-.01	-.08	-.01		
7. Job Satisfaction	4.47	1.76	-.01	.18	-.03	.00	-.10	-.10	
8. OCB (supervisor-rated)	3.98	1.37	.00	.11	-.05	.02	-.05	-.18	.79

$N = 378$  subordinates and their 34 supervisors.

Correlations greater than or equal to  $|.10|$  are statistically significant at  $p < .05$ .

Correlations greater than or equal to  $|.14|$  are statistically significant at  $p < .01$ .

Two-tailed tests.

Table 2

HLM Results for Interaction Effects Predicting Job Satisfaction Testing Hypothesis 1 (Turkey sample)

	Job Satisfaction (rated by subordinate)		
	Model 1	Model 2	Model 3
Intercept, $\gamma_{00}$	3.54 (.48), $t = 7.40, p = .000$	3.61 (.48), $t = 7.56, p = .000$	3.57 (.48), $t = 7.51, p = .000$
Team Size, $\gamma_{01}$	-.01 (.03), $t = -.22, p = .827$	-.02 (.03), $t = -.46, p = .652$	-.01 (.03), $t = -.37, p = .716$
Task Complexity, $\gamma_{10}$	.17 (.06), $t = 3.04, p = .003$	.17 (.06), $t = 2.91, p = .004$	.17 (.06), $t = 2.95, p = .003$
Dyadic Fit, $\gamma_{20}$	-.02 (.13), $t = -.13, p = .895$	-.02 (.13), $t = -.15, p = .884$	-.04 (.13), $t = -.31, p = .754$
Supervisor Trust in Subordinate, $\gamma_{30}$	.04 (.10), $t = .35, p = .729$	.03 (.10), $t = .31, p = .763$	.05 (.10), $t = .53, p = .596$
Status Incongruence, $\gamma_{40}$		-.18 (.09), $t = -2.02, p = .045$	-.19 (.09), $t = -2.17, p = .031$
Task Interdependence, $\gamma_{50}$		-.09 (.05), $t = -1.65, p = .099$	-.08 (.05), $t = -1.60, p = .111$
Status Incongruence $\times$ Task Interdependence with Supervisor, $\gamma_{60}$			-.10 (.05), $t = -1.96, p = .051$
Pseudo R <sup>2</sup>	1.06%	2.24%	2.91%
$\Delta$ Pseudo R <sup>2</sup>		1.18%	.67%

$N = 378$  subordinates and their 34 supervisors.

Standard errors in parentheses.

$p$  values are two-tailed tests.

Pseudo R<sup>2</sup> represents variance explained.

Table 3  
HLM Results for Interaction Effects Predicting OCB Testing Hypothesis 2 (Turkey sample)

	OCB (rated by Supervisor)		
	Model 1	Model 2	Model 3
Intercept, $\gamma_{00}$	3.61 (.38), $t = 9.52, p = .000$	3.74 (.37), $t = 9.94, p = .000$	3.69 (.37), $t = 9.91, p = .000$
Team Size, $\gamma_{01}$	-.00 (.03), $t = -.06, p = .955$	-.01 (.03), $t = -.18, p = .862$	-.01 (.03), $t = -.06, p = .954$
Task Complexity, $\gamma_{10}$	.06 (.04), $t = 1.34, p = .180$	.05 (.04), $t = 1.08, p = .283$	.05 (.04), $t = 1.14, p = .255$
Dyadic Fit, $\gamma_{20}$	-.11 (.10), $t = -1.07, p = .286$	-.10 (.10), $t = -1.00, p = .321$	-.12 (.10), $t = -1.23, p = .220$
Supervisor Trust in Subordinate, $\gamma_{30}$	.10 (.08), $t = 1.31, p = .191$	.08 (.08), $t = 1.04, p = .302$	.11 (.08), $t = 1.36, p = .176$
Status Incongruence, $\gamma_{40}$		-.04 (.07), $t = -.61, p = .540$	-.06 (.07), $t = -.84, p = .402$
Task Interdependence, $\gamma_{50}$		-.13 (.04), $t = -3.27, p = .001$	-.13 (.04), $t = -3.22, p = .001$
Status Incongruence $\times$ Task Interdependence with Supervisor, $\gamma_{60}$			-.10 (.04), $t = -2.72, p = .007$
Pseudo R <sup>2</sup>	.31%	2.47%	3.88%
$\Delta$ Pseudo R <sup>2</sup>		2.16%	1.72%

$N = 378$  subordinates and their 34 supervisors.  
Standard errors in parentheses.  
 $p$  values are two-tailed tests.  
Pseudo R<sup>2</sup> represents variance explained.

Table 4

Conditional Indirect Effect of Status Incongruence on OCB via Job Satisfaction conditioned on Task

Interdependence with Supervisor (Turkey sample)

(testing Hypothesis 3)

	<u>OCB (supervisor-rated)</u>		
	Indirect Effect	S.E.	MC 95% CI
Low Task Interdependence (-1SD)	-0.10	.07	-0.148, 0.129
Medium Task Interdependence (mean)	-0.11	.05	-0.211, -0.06
High Task Interdependence (+1SD)	-0.21	.08	-0.359, -0.059

*Note:*  $N = 378$  subordinates and their 34 supervisors. MC 95% CI = Monte Carlo 95% confidence interval.

Table 5

## Descriptive Statistics and Correlations (U.S. sample)

Variables	Mean	SD	1	2	3	4	5	6	7
1. Team Size	12.96	18.94							
2. Task Complexity	5.47	1.32	-.12						
3. Dyadic Fit	3.78	1.00	.08	.14					
4. Supervisor Trust in Subordinate	5.96	.99	.11	.06	.10				
5. Status Incongruence	.55	.65	.05	.19	.11	.19			
6. Task Interdependence with Supervisor	4.90	1.29	-.38**	.15	.33**	-.02	-.16		
7. Job Satisfaction	5.37	1.46	.11	.37**	.50**	.16	.08	.30**	
8. OCB (supervisor-rated)	5.60	1.01	.17	.04	.12	.59**	.01	.17	.24*

*N* = 73 supervisor-subordinate dyads.

\*\*Correlation is significant at the 0.01 level.

\*Correlation is significant at the 0.05 level.

Two tailed tests.

Table 6

SPSS Results for Interaction Effects Predicting Job Satisfaction Testing Hypothesis 2 (U.S. sample)

Job Satisfaction (rated by employees)			
	Model 1	Model 2	Model 3
Intercept	.23 (1.09), $t = .21$ , $p = .831$	.55 (1.16), $t = .48$ , $p = .636$	.54 (1.12), $t = .48$ , $p = .630$
Team Size	.01 (.01), $t = 1.00$ , $p = .319$	.01 (.01), $t = 1.68$ , $p = .098$	.02 (.01), $t = 2.20$ , $p = .032$
Task Complexity	.35 (.11), $t = 3.14$ , $p = .003$	.34 (.11), $t = 3.03$ , $p = .003$	.32 (.11), $t = 2.92$ , $p = .005$
Dyadic Fit	.64 (.15), $t = 4.40$ , $p = .000$	.53 (.16), $t = 3.37$ , $p = .001$	.49 (.15), $t = 3.21$ , $p = .005$
Supervisor Trust in			
Subordinate	.12 (.15), $t = .84$ , $p = .404$	.55 (1.16), $t = .48$ , $p = .636$	.15 (.14), $t = 1.08$ , $p = .285$
Status Incongruence		-.03 (.23), $t = -.11$ , $p = .916$	-.19 (.24), $t = -.81$ , $p = .421$
Task Interdependence		.23 (.13), $t = 1.75$ , $p = .084$	.28 (.13), $t = 2.15$ , $p = .036$
Status Incongruence × Task Interdependence with Supervisor			-.32 (.09), $t = -3.61$ , $p = .001$
R <sup>2</sup>	35.6%	38.7%	43.01%
Δ R <sup>2</sup>		3.1%	4.31%

*N* = 73 subordinates.

Standard errors in parentheses.

*p* values are two-tailed tests.

Table 7

## SPSS Results for Interaction Effects Predicting OCB Testing Hypothesis 3 (U.S. sample)

	OCB (rated by supervisor)		
	Model 1	Model 2	Model 3
Intercept	1.83 (.75), $t = 2.56, p = .017$	2.00 (.77), $t = 2.60, p = .012$	2.01 (.77), $t = 2.60, p = .011$
Team Size	.01 (.01), $t = 1.04, p = .301$	.01 (.01), $t = 2.00, p = .050$	.01 (.01), $t = 1.70, p = .096$
Task Complexity	.02 (.07), $t = .21, p = .838$	.02 (.07), $t = .24, p = .813$	.02 (.07), $t = .31, p = .760$
Dyadic Fit	.05 (.10), $t = .50, p = .623$	-.04 (.11), $t = -.40, p = .690$	-.03 (.11), $t = -.28, p = .780$
Supervisor Trust in			
Subordinate	.58 (.10), $t = 5.74, p = .000$	.59 (.10), $t = 6.00, p = .000$	.58 (.10), $t = 5.90, p = .000$
Status Incongruence		-.09 (.16), $t = -.58, p = .566$	-.03 (.16), $t = -.21, p = .837$
Task Interdependence		.20 (.09), $t = 2.30, p = .024$	.19 (.09), $t = 2.10, p = .039$
Status Incongruence × Task Interdependence with Supervisor			-.11 (.90), $t = 1.09, p = .278$
R <sup>2</sup>	35.1 %	41.0 %	42.0 %
Δ R <sup>2</sup>		5.8 %	1.1 %

$N = 73$  managers

Standard errors in parentheses.

$p$  values are two-tailed tests.

Figure 1  
Conceptual Model

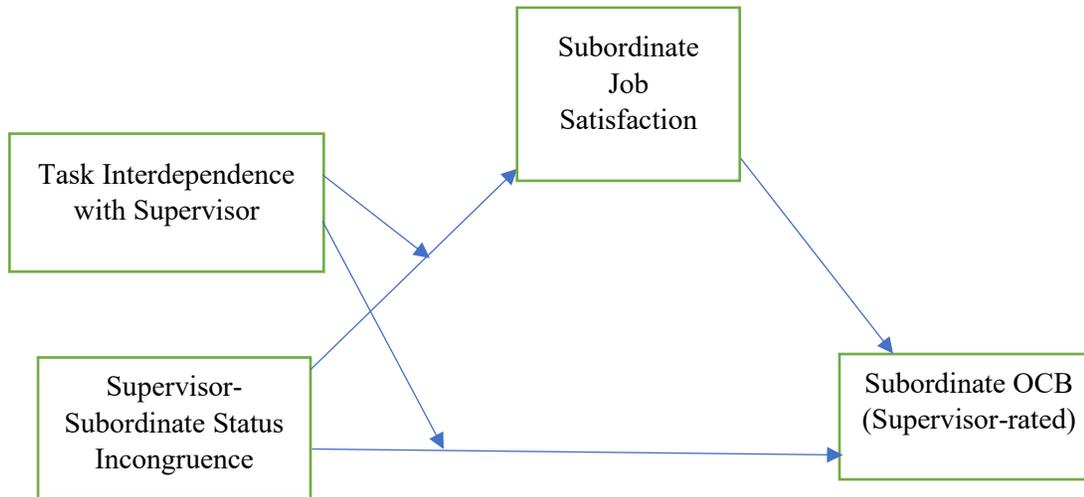
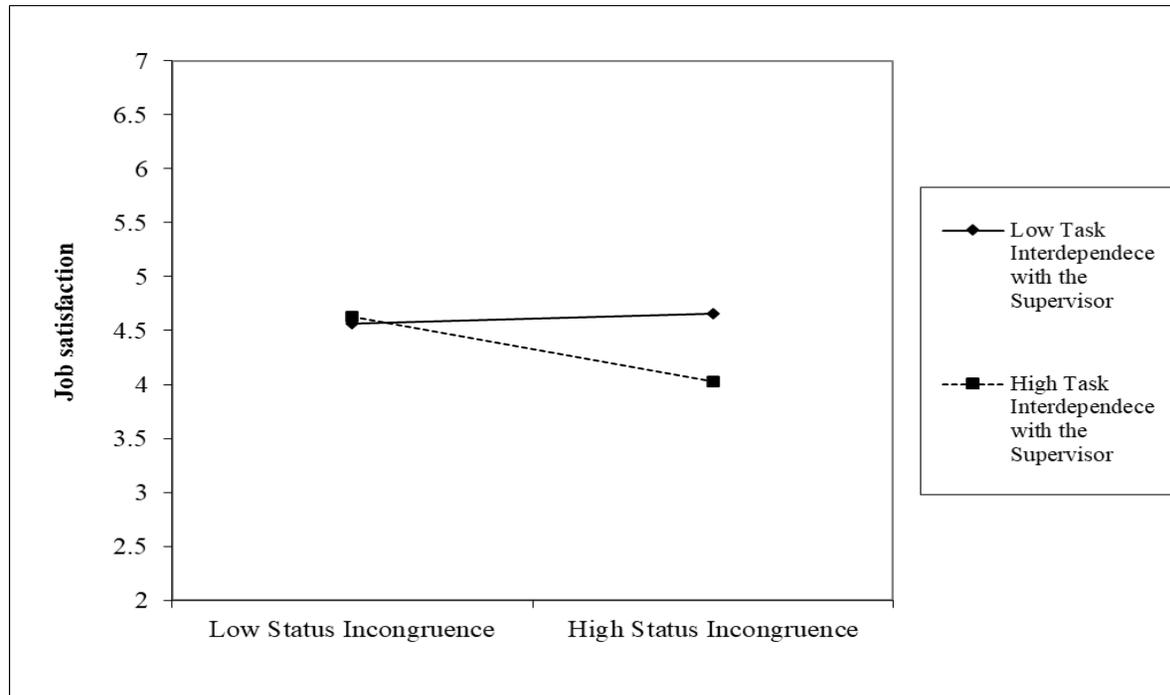


Figure 2

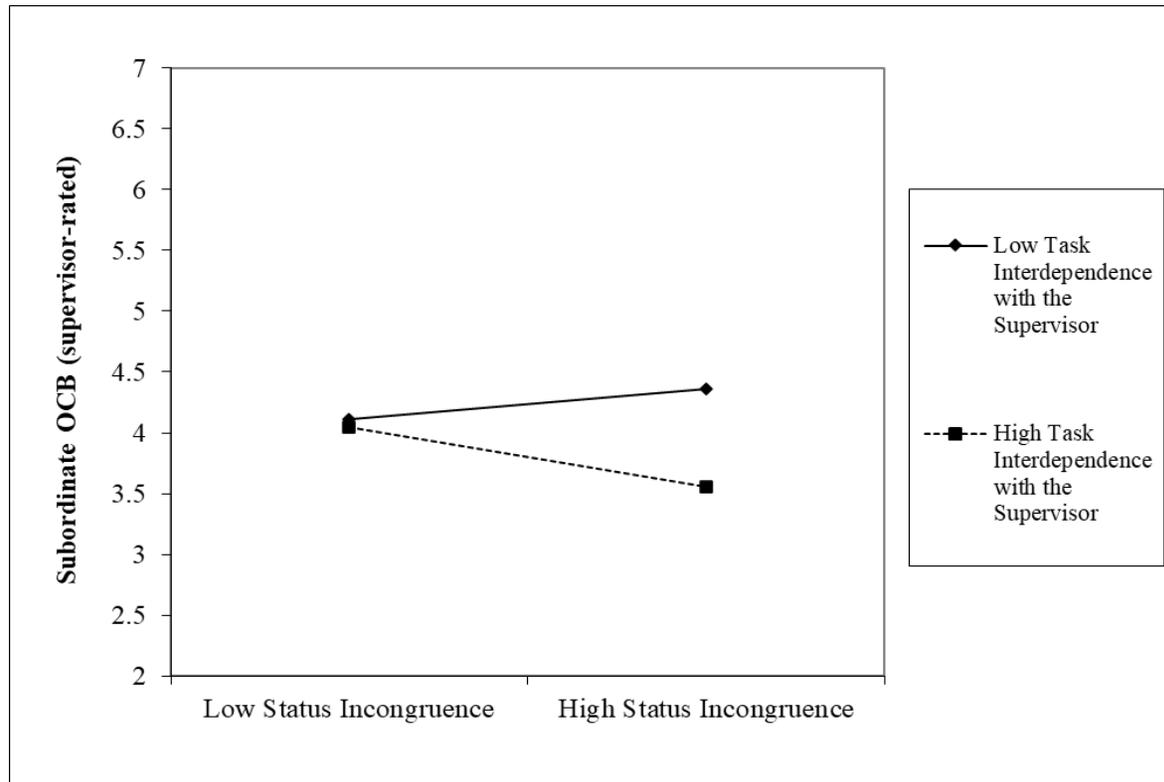
Interaction Effect of Status Incongruence and Task Interdependence with Supervisor Predicting Subordinate Job Satisfaction (Turkey sample)



*Note:* When task interdependence with the supervisor is lower, the relationship between status incongruence and subordinate job satisfaction is negative and not statistically significant ( $-1 SD, b = -.02, t = -.28, p = .780$ ). When task interdependence with the supervisor is higher, the relationship between status incongruence and subordinate job satisfaction is negative and statistically significant ( $+1 SD, b = -.36, t = -3.79, p = .000$ ).

Figure 3

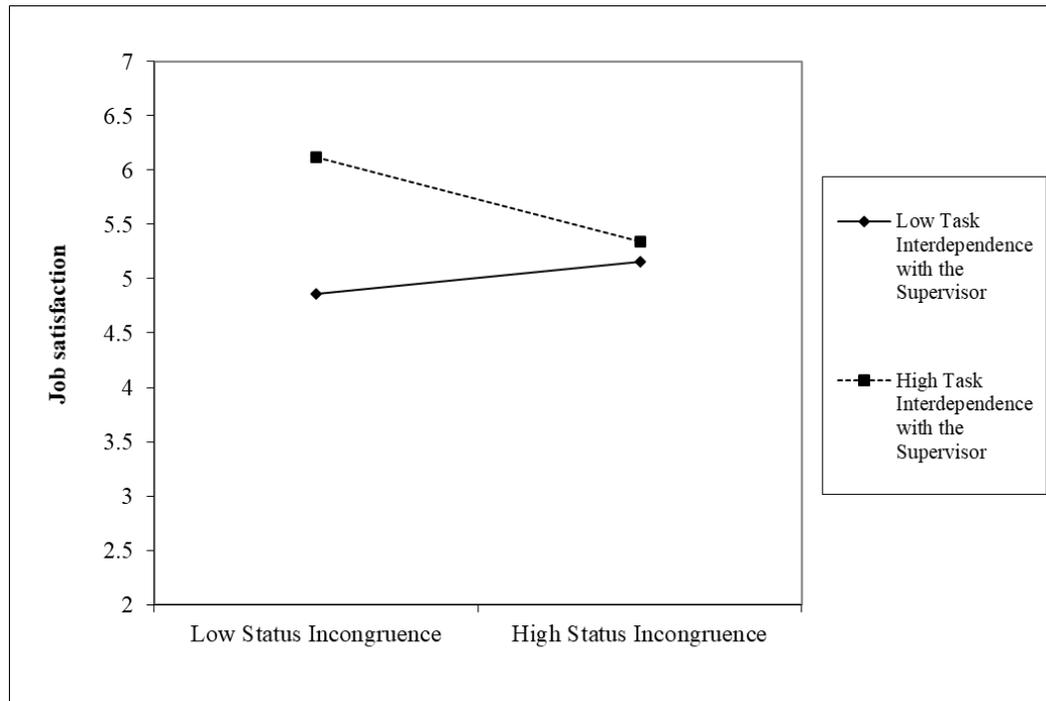
Interaction Effect of Status Incongruence and Task Interdependence with Supervisor Predicting Subordinate OCB (Turkey sample)



*Note:* When task interdependence with the supervisor is lower, the relationship between status incongruence and subordinate OCB is positive and not significant ( $-1 SD$ ,  $b = .12$ ,  $t = 1.79$ ,  $p = .074$ ). When task interdependence with the supervisor is higher, the relationship between status incongruence and subordinate OCB is negative and statistically significant ( $+1 SD$ ,  $b = -.23$ ,  $t = -3.47$ ,  $p = .001$ ).

Figure 4

Interaction Effect of Status Incongruence and Task Interdependence with Supervisor Predicting Subordinate Job Satisfaction (US sample)



*Note:* When task interdependence with the supervisor is lower, the relationship between status incongruence and subordinate job satisfaction is positive and not statistically significant ( $-1 SD$ ,  $b = .21$ ,  $t = 1.21$ ,  $p = .229$ ). When task interdependence with the supervisor is higher, the relationship between status incongruence and subordinate job satisfaction is negative and statistically significant ( $+1 SD$ ,  $b = -.68$ ,  $t = -2.15$ ,  $p = .036$ ).