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Exploring The Correlational Relationship Of Interpersonal Discrimination And Leader-Member Exchange

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Abstract

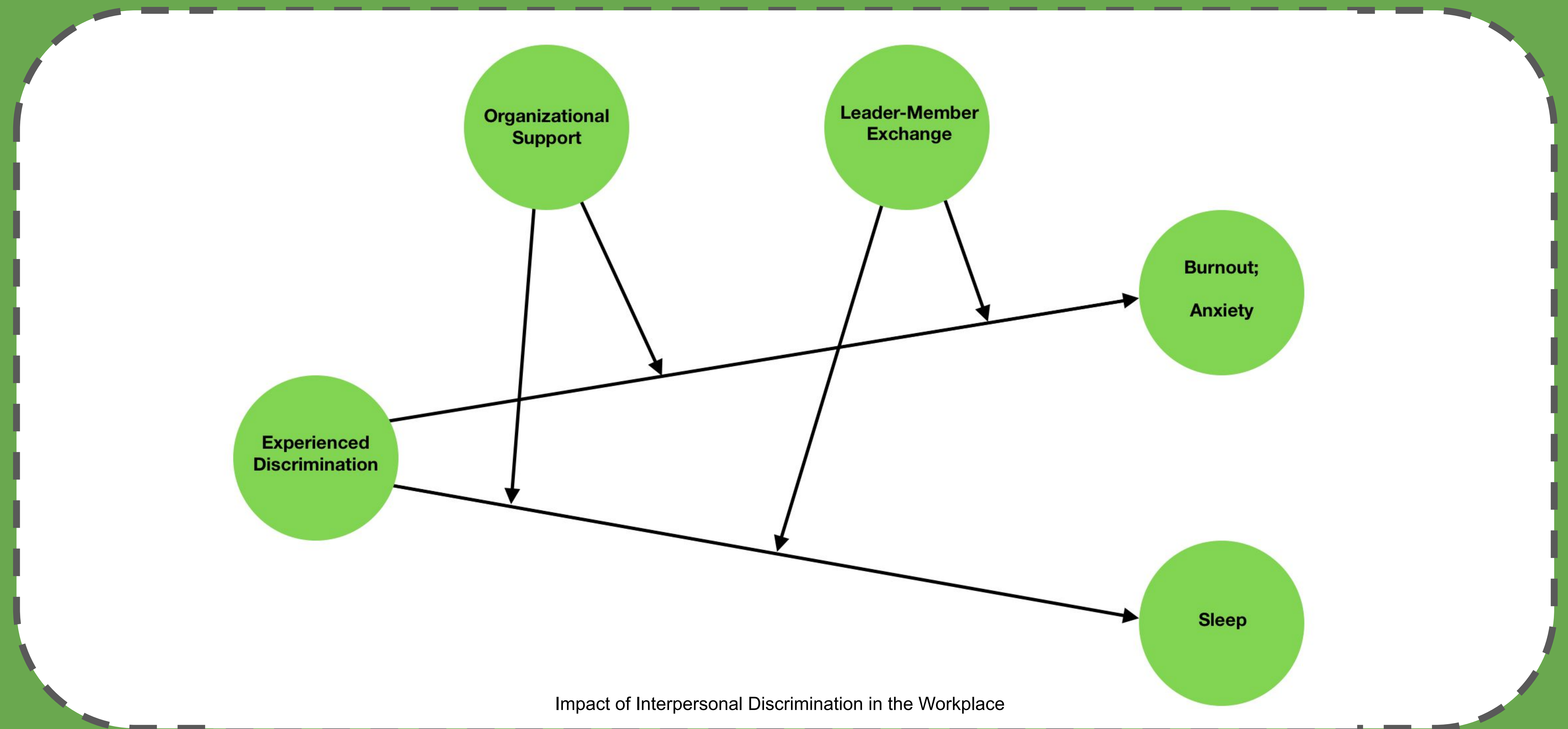
Stigmatized individuals use several compensatory strategies to offset the negative impact of interpersonal discrimination in the job application process, including increased positivity, providing individuating information, or identity disclosures. Using interviews and surveys, we aim to expand this literature by examining how these processes unfold after stigmatized individuals have gained employment and are interacting with coworkers. These compensatory strategies can have varying impacts on targets' workplace relationships, job satisfaction, overall performance, and psychological and physical health outcomes. Leaders and other powerful organizational members can mitigate these negative outcomes and improve employee well being through leader member exchange and perceived supervisor support. With this research, practitioners and organizational leaders can develop a clearer understanding of the experiences of stigmatized individuals and can make more informed decisions, have more intentional policies, and provide better support to make their organizations more inclusive and socially responsible, reduce potential litigation costs and influence legislation. Stigmatized individuals can modify their usage of these strategies to have better outcomes in the workplace and on their psychological and physical health. Allies can be better advocates by understanding the experiences of stigmatized groups.

Introduction

- Successfully managing employee diversity results in positive organizational outcomes (Jayne & Dipboye, 2004).
- Discrimination still exists in the work environment, and that stigmatized employees can be more vulnerable and experience subtle discrimination from both customers (Madera, Lee, & Kapoor 2017) and organizational members.
- There is an abundance of empirical evidence that suggests interpersonal discrimination undermines employee and organizational functioning (Ruggs, Martinez, & Hebl, 2011).

Methods

- Participants
 - Ages: 18 - 65 years old
 - Recruit using MTurk and Social Media
 - Under represented research groups
 - Survey followers and leaders separately to see if there is a difference.
- Survey Measures
 - LMX-6: Leader Member Exchange(Schriesheim et al., 1992)
 - WIS: Workplace Incivility Scale (Cortina et al., 2001; Kern & Grandey, 2009)
 - CAWIS: Customer-Adapted Workplace Incivility Scale (Wilson & Holmvall, 2013)
 - Perceived Organizational Support Scale (Wessel & Ryan, 2012)
 - The Burnout Measure (Diefendorff, Greguras, & Fleenor, 2016)
 - The Self-reported Sleep Disruption Measure (Howell & Sweeny, 2016)



Experienced Discrimination

- Is the amount of incivility/interpersonal discrimination on a target individual from both customers and organizational members.
- employees who are targets of customer subtle discrimination often feel pressure to “put up with it” and regulate their emotions and they get this pressure from within the organization (as cited by Reynolds & Harris, 2006).
- individuals who work in organizations that have higher frequency of customer interactions are more vulnerable to customer based interpersonal discrimination, as a result of customer service duties and the “customer is always right mentality”.

Organizational Support

- In addition to legal organizational commitments to create safe and just workplaces, managers may be seen as the stewards of interpersonal and organizational trust (e.g., Whitener et al., 1998; Scadura & Tejada, 2003; Tejada, 2014).
- Provide work environments that are safe, inclusive and fosters diversity in ways that are valuable to its stakeholders, and can provide foundations for sustained organizational diversity.
- Organizations owe it to their stakeholders, including stigmatized employees to be educated on the experiences and ways they can positively influence outcomes, and can use their influence to help impact legislation.

Leader-Member Exchange

- Interactional justice is delivered by leaders, managers and supervisors.
- They can ensure that safe, just, and inclusive work environments are being fostered effectively to help reduce frequency of interpersonal discrimination.

Health Related Outcomes

- Individuals targeted with uncivil work behavior report greater job-related stress, distraction, and dissatisfaction, lower creativity and cooperation, and greater psychological distress (Cortina, Kabat-Farr, Leskinen, Huerta, & Magley, 2013).
- customer incivility predicts emotional exhaustion, a key component of burnout that is associated with both physical and psychological outcomes (Kern & Grandey, 2009; Sliter & Jones, 2016; Yazejian, Morganson, & Cornelius, 2017).
- 3 way interaction: discrimination x organizational support x leader-member exchange → anxiety

Acknowledgements

Tatiana Snyder, Berrin Erdogan, Lauren Park, and Charlotte Fritz