

# Work Behavior and Performance

*Interested in how you and others perform and work and how your teams identify and interact? Find scales here to explore these topics.*

# Overview List for Work Behavior and Performance

See pages below for more details of each scale

Counter-Productive Work Behaviors	Spector, P., Fox, S., Penney, L., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: are all counterproductive behaviors created equal? <i>Journal of Vocational Behavior</i> , 68(3), 446–460. DOI: 10.1016/j.jvb.2005.10.005	Coming soon
Extrarole and In-role behaviour	Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. <i>Academy of Management Journal</i> , 42(4), 403–419. doi:10.2307/257011	Coming soon
Intra Group Conflict	Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. <i>Academy of Management Journal</i> , 44(2), 238–251. DOI:10.2307/3069453.	
Leader Group Prototypicality	Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. <i>Journal of Applied Psychology</i> , 90(1), 25–37. DOI:10.1037/0021-9010.90.1.25	Coming soon
Leader Secure-Base Support	Wu, C., & Parker, S.K. (2017). The role of leader support in facilitating proactive work behavior: A perspective from attachment theory. <i>Journal of Management</i> 43(4), 1025-1049. DOI: 10.1177/0149206314544745	Coming soon
Leadership Effectiveness	Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. <i>Journal of Applied Psychology</i> , 90(1), 25–37. DOI:10.1037/0021-9010.90.1.25	Coming soon
Nature, Work and Family	Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. <i>Journal of occupational health psychology</i> , 4(4), 337-346 DOI:10.1037/1076-8998.4.4.337	Coming soon
Organizational Citizenship Behavior	Moorman, R.H., & Blakely, G.L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. <i>Journal of Organizational Behaviour</i> 16(2) 127-142. DOI: 10.1002/job.4030160204	Coming soon
Organizational Commitment	Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. <i>Journal of Occupational Psychology</i> , 63(1), 1–18. doi:10.1111/j.2044-8325.1990.tb00506.x	Coming soon
Paradoxical Leadership	Zhang, Y., Waldman, D.A., Han, Y., Li, X. (2014). Paradoxical leader behaviors in people management: Antecedents and consequences. <i>Academy of Management Journal</i> , 58(2), 538-566. DOI: 10.5465/amj.2012.0995	
Participative Leadership	Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. (2010). Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. <i>Unitar E-Journal</i> , 6, 11-26. DOI:10.1016/j.sbspro.2011.09.032	Coming soon
Team Identification	Mael, F. and Ashforth, B.E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. <i>Journal of Organizational Behavior</i> , 13, 103-123. DOI: 10.1002/job.4030130202	Coming soon
Team Job Performance	Ancona, D., & Caldwell, D. F. (1992). Demography and design: Predictors of new product team performance. <i>Organization Science</i> , 3, 321–341. DOI:10.1287/ORSC.3.3.321	Coming soon
Turnover	Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. <i>Journal of Occupational Psychology</i> , 64(4), 317–330. DOI:10.1111/j.2044-8325.1991.tb00563.x	Coming soon
Workplace Deviance	Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. <i>Journal of Applied Psychology</i> , 85(3), 349–360. DOI:10.1037//0021-9010.85.3.349	Coming soon

# Counter-Productive Work Behaviors

## *About:*

This scale captures the extent to which people engage in behaviors that undermine or harm their coworkers or the organization.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Spector, P., Fox, S., Penney, L., Bruursema, K., Goh, A., & Kessler, S. (2006). The dimensionality of counterproductivity: are all counterproductive behaviors created equal? *Journal of Vocational Behavior*, 68(3), 446–460. DOI: 10.1016/j.jvb.2005.10.005

# Extrarole and Inrole Behavior

## *About:*

This scales captures the extent to which people take voluntary actions or show behaviors that go beyond their formal job requirements, often contributing positively to the organization.

Number of questions in the scale:

## *Additional Note:*

**THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON**

## *Reference:*

Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal*, 42(4), 403–419. doi:10.2307/257011

# Intragroup Conflict

## *About:*

This scale captures the extent to which individuals have disagreements of opinions, perspectives, or interests among members within a group.

Number of questions in the scale: 15

## *Additional Note:*

N/A

## *Reference:*

Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44(2), 238–251. DOI:10.2307/3069453.

# Leader Group Prototypicality

## *About:*

This scales captures the extent to which people display the characteristics, values, and behaviors that are representative of the group or organization.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25–37. DOI:10.1037/0021-9010.90.1.25

# Leader Effectiveness

## *About:*

This scales captures the extent to which people are perceived as a trustful, excellent, and performing well in their leadership role.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Van Knippenberg, B., & Van Knippenberg, D. (2005). Leader Self-Sacrifice and Leadership Effectiveness: The Moderating Role of Leader Prototypicality. *Journal of Applied Psychology, 90*(1), 25–37.  
DOI:10.1037/0021-9010.90.1.25

# Nature, Work and Family

## *About:*

This scales captures the extent to which people experience a time and behavior conflict between their work and family roles.

Number of questions in the scale: 15

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of occupational health psychology, 4*(4), 337-346  
DOI:10.1037/1076-8998.4.4.337



# Organizational Citizenship Behavior

## *About:*

This scale captures the extent to which people voluntarily undertake behaviors in the workplace that go beyond their formal job roles.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Moorman, R.H., & Blakely, G.L. (1995). Individualism-collectivism as an individual difference predictor of organizational citizenship behavior. *Journal of Organizational Behaviour* 16(2) 127-142. DOI: 10.1002/job.4030160204

# Organizational Commitment

## *About:*

This scales captures the extent to which people are committed to their organization.

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

Number of questions in the scale:

## *Reference:*

Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. doi:10.1111/j.2044-8325.1990.tb00506.x

# Paradoxical Leader Behavior

## *About:*

This scale captures the extent to which individuals show seemingly competing yet interrelated behaviors to meet workplace demands.

Number of questions in the scale: 22

## *Additional Note:*

*This scale has 5 subdimensions:*

- Uniform Individualisation
- Self Other Centeredness
- Control Autonomy
- Requirements Flexibility
- Distance Closeness

## *Reference:*

Zhang, Y., Waldman, D.A., Han, Y., & Li, X. (2014). Paradoxical leader behaviors in people management: Antecedents and consequences. *Academy of Management Journal*, 58(2), 538-566. doi: 10.5465/amj.2012.0995

# Participative Leadership

## *About:*

This scales captures the extent to which people invite and consult with others in the decision-making process.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Ismail, A., Zainuddin, N. F. A., & Ibrahim, Z. (2010). Linking participative and consultative leadership styles to organizational commitment as an antecedent of job satisfaction. *Unitar E-Journal*, 6, 11-26.  
DOI:10.1016/j.sbspro.2011.09.032

# Team Job Performance

## *About:*

This scales captures the extent to which people work productively as part of a team to achieve objectives.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Ancona, D., & Caldwell, D. F. (1992). Demography and design: Predictors of new product team performance. *Organization Science*, 3, 321–341.  
DOI:10.1287/ORSC.3.3.321

# Turnover

## *About:*

This scales captures the extent to which people want to leave their job

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Rosin, H. M., & Korabik, K. (1991). Workplace variables, affective responses, and intention to leave among women managers. *Journal of Occupational Psychology*, 64(4), 317–330. DOI:10.1111/j.2044-8325.1991.tb00563.x

# Workplace Deviance

## *About:*

This scale captures the extent to which people violate formal and informal organizational rules and threaten the well-being of the organization or its members.

Number of questions in the scale:

## *Additional Note:*

***THIS SCALE IS IN THE PIPELINE TO BE ADDED SOON***

## *Reference:*

Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349–360. DOI:10.1037//0021-9010.85.3.349