



University of Groningen

Inferior or superior

Carmona Rodriguez, Carmen

IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.

Document Version Publisher's PDF, also known as Version of record

Publication date: 2006

Link to publication in University of Groningen/UMCG research database

Citation for published version (APA):

Carmona Rodriguez, C. (2006). Inferior or superior: social comparison in Dutch and Spanish organizations. Ridderprint BV.

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: https://www.rug.nl/library/open-access/self-archiving-pure/taverneamendment.

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Downloaded from the University of Groningen/UMCG research database (Pure): http://www.rug.nl/research/portal. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.

Download date: 03-06-2022

REFERENCES

- Abel, M. H., & Sewell, J. (1999). Stress and burnout in rural and urban secondary school teachers. *Journal of Educational Research*, *92*, 287-293.
- Abelson, R. P., Dasgupta, N., & Park, J. (1998). Perceptions of the collective other. *Personality and Social Psychology Review, 2*, 243-250.
- Abrams, D., Ando, K., & Hinkle, S. (1998). Psychological attachment to the group: Cross-cultural differences in organizational identification and subjective norms as predictors of workers' turnover intentions. *Personality and Social Psychology Bulletin, 24*, 1027-1039.
- Affleck, G., & Tennen, H., Pfeiffer, C., & Fifield, J. (1987). Downward comparison and coping with serious medical problems. *American Journal of Orthopsychiatry*, *57*, 570-578.
- Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Thousand Oaks, CA, US: Sage Publications.
- Angle, H. L., & Lawson, M. B. (1994). Organizational commitment and employees' performance ratings: Both type of commitment and type of performance count. *Psychological Reports*, *75*, 1539-1551.
- Antoniou, A. S., Polychroni, F. & Walters, B. (2000). Sources of stress and professional burnout of teachers of special educational needs in Greece. Presented at the International Special Education Congress. University of Manchester.
- Antony, M. M., Rowa, K., Liss, A., Swallow, S. R., & Swinson, R. P. (2005).

 Social Comparison Processes in Social Phobia. *Behavior Therapy, 36*, 65-75
- Aron, A., Aron, E. N., & Tudor, M. (1991). Close relationships as including other in the self. *Journal of Personality & Social Psychology*, 60, 241-253.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14, 20-39.
- Aspinwall, L. G., & Taylor, S.E. (1993). Effects of social comparison direction, threat, and self-esteem on affect, self-evaluation, and expected success. *Journal of Personality and Social Psychology*, *64*, 708-722.

- Bae, K., & Chung, C. (1997). Cultural values and work attitudes of Korean industrial workers in comparison with those of the United States and Japan. *Work and Occupations, 24*, 80-96.
- Bakan, D. (1966). The duality of human existence: Isolation and communion in modern man. Boston: Beacon Press.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review, 84,* 191-215.
- Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, *37*, 122-147.
- Bandura, A. (1986). The explanatory and predictive scope of self-efficacy theory. *Journal of Social and Clinical Psychology*, *4*, 359-373.
- Bandura, A. (1997). Self-efficacy: The exercise of control. New York: Freeman.
- Bandura, A., & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, 88, 87-99.
- Bandura, A. & Schunk, D. H. (1981). Cultivating competence, self-efficacy, and intrinsic interest through proximal self-motivation. *Journal of Personality and Social Psychology*, 41, 586-598.
- Bandura, A., Reese, L., & Adams, N. E. (1982). Microanalysis of action and fear arousal as a function of differential levels of perceived self-efficacy. *Journal of Personality and Social Psychology*, 43, 5-21.
- Beaumont, J. G., & Kenealy, P. M. (2004). Quality of life perceptions and social comparisons in healthy old age. Special issue: Understanding Quality of Life in Old Age. *Ageing & Society, 24*, 755-769.
- Bellah, R. N., Madsen, R., Sullivan, W. M., Swidler, A., & Tipton, S. M. (1985). Habits of the heart: Individualism and commitment in American life. Berkeley: University of California Press.
- Benkhoff, B. (1997). Ignoring commitment is costly: New approaches establish the missing link between commitment and performance. *Human Relations*, *50*, 701-726.
- Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, 107, 238-246.
- Ben-Zur, H., & Yagil, D. (2005). The relationship between empowerment, aggressive behaviors of customers, coping, and burnout. *European Journal of Work and Organizational Psychology*, 14, 81-99.

- Bogart, L. M., Benotsch, E. G., & Pavlovic, J. D. (2004). Feeling Superior but Threatened: The Relation of Narcissism to Social Comparison. *Basic* and Applied Social Psychology, 26, 35-44.
- Bogart, L. M., Gray-Bernhardt, M. L., & Catz, S. L. (2002). Social and temporal comparisons made by individuals living with HIV disease: Relationships to adherence behavior. *Journal of Applied Social Psychology*, 32,1551-1576.
- Bond, M. H., Leung, K. & Wan, K. C. (1982). The social impact of self-effacing attributions: The Chinese case. *Journal of Social Psychology*, *118*, 157-166.
- Borg, M. G., & Falzon, J. M. (1989). Stress and job satisfaction among primary school teachers in Malta. *Educational Review*, 41, 271-279
- Boyle, G.J., Borg, M. G., Falzon, J. M., & Baglioni, A. J. (1995). A structural model of the dimensions of teacher stress. *British Journal of Educational Psychology*, 65, 49-67.
- Brake H.T, Gorter R., Hoogstraten, J., & Eijkman, M. (2001). Burnout intervention among Dutch dentists: long-term effects. *European Journal of Oral Science*, 109, 380-387.
- Brass, D. J. (1981). Structural relationships, job characteristics, and worker satisfaction and performance. *Administrative Science Quarterly, 26*, 331-348.
- Brenner, S. O., Sörbom, D., & Wallius, E. (1985). The stress chain: A longitudinal confirmatory study of teacher stress, coping and social support. *Journal of Occupational Psychology*, *58*, 1-13.
- Brenninkmeijer, V., & VanYperen, N. W. (2003). How to conduct research on burnout: advantages and disadvantages of a unidimensional approach in burnout research. *Occupational and Environmental Medicine*, 60, 16-20.
- Brenninkmeijer, V., Van Yperen, N.W., & Buunk, B. P. (2001). I am not a better teacher, but others are doing worse: Burnout and perceptions of superiority among teachers. *Social Psychology of Education, 4*, 259-274.
- Brewer, M. B. (1991). The social self: On being the same and different at the same time. *Personality & Social Psychology Bulletin*, 17, 475-482.

- Brewer, M. B., & Gardner, W. (1996). Who is this "we"? Levels of collective identity and self-representations. *Journal of Personality and Social Psychology*, 71, 83-93.
- Brickman, P., & Bulman, R. J. (1977). Pleasure and pain in social comparison. In J. Suls & R.L. Miller (Eds.), *Social comparison processes: Theoretical and empirical perspectives* (pp. 149-186). Washington, DC: Hemisphere.
- Brodbeck, F. C., Frese, M., Akerblom, S., Audia, G., Bakacsi, G., & Bendova, H. et al. (2000). Cultural variation of leadership prototypes across 22 European countries. *Journal of Occupational & Organizational Psychology*, 73, 1-29.
- Brower, R. (2005). The Role of Social Comparison in the Artistic Development of Vincent van Gogh.; In D. B. Wallace (Ed.): *Education, arts, and morality: Creative journeys* (pp. 63-84).New York: Kluwer Academic/Plenum Publishers.
- Brown, I. & Inouye, D. K. (1978). Learned helplessness through modeling: The role of perceived similarity in competence. *Journal of Personality and Social Psychology*, *36*, 900-908.
- Browne, M. W. (1984). Asymptotically distribution-free methods for the analysis of covariance structures. *British Journal of Mathematical and Statistical Psychology*, 37, 62-83.
- Buunk, B. P., Collins, R. L., Taylor, S. E., VanYperen, N. W., & Dakof, G. A. (1990). The affective consequences of social comparison: Either direction has its ups and downs. *Journal of Personality and Social Psychology*, *59*, 1238-1249.
- Buunk, B. P., & Gibbons, F. X. (1997). *Health, coping and well-being: Perspectives from social comparison theory*. Mahwah, NJ: Lawrence Erlbaum.
- Buunk, B. P., Kuyper, H., & Van der Zee, Y. G. (2005). Affective Response to Social Comparison in the Classroom. *Basic and Applied Social Psychology*, *27*, 229-237.
- Buunk, B. P., & Schaufeli, W. B. (1993). Burnout a perspective from Social Comparison theory. In W.B. Schaufeli & C. Maslach (Eds). *Professional burnout: Recent developments in theory and research* (pp. 53-69). Philadelphia, PA, US: Taylor & Francis.

- Buunk, B. P., & Schaufeli, W. B. & Ybema, J. F. (1994). Burnout, uncertainty and the desire for social comparison among nurses. *Journal of Applied Social Psychology*, *24*, 1701-1718.
- Buunk, B. P., & Van der Laan, V. (2002). Do women need female role models? Subjective social status and the effects of same-sex and opposite sex comparisons. *Revue Internationale de Psychologie Sociale, 15,* 129-155.
- Buunk, B. P. & Ybema, J. F. (1997). Social comparisons and occupational stress: The identification-contrast model. In F.X.Gibbons (Ed.), *Health, coping, and well-being: Perspectives from social comparison theory* (pp. 359-388). Mahwah, NJ, US: Lawrence Erlbaum Associates, Publishers.
- Buunk, B. P., & Ybema, J. F. (2003). Feeling bad, but satisfied: The effects of upward and downward comparison upon mood and marital satisfaction. *British Journal of Social Psychology*, *42*, 613-628.
- Buunk, B. P., Ybema, J. F., Gibbons, F. X., & Ipenburg, M. (2001). The affective consequences of social comparison as related to professional burnout and social comparison orientation. *European Journal of Social Psychology*, 31, 337-351.
- Buunk, B. P., Ybema, J. F., Van der Zee, K., Schaufeli, W. B., & Gibbons, F.X. (2001). Affect Generated by Social Comparisons Among Nurses High and Low in Burnout. *Journal of Applied Social Psychology*, 31, 1500-1520.
- Buunk, B. P., Zurriaga, R., & Gonzalez-Roma, V. (in press). Social comparison, coping and depression in people with spinal cord injury. *Psychology and Health*.
- Buunk, B. P., Zurriaga, R., Gonzalez-Roma, V., & Subirats, M. (2003). Engaging in upward and downward comparisons as a determinant of relative deprivation at work: A longitudinal study. *Journal of Vocational Behavior*, *62*, 370-388.
- Buunk, B. P., Zurriaga, R., Peiró, J. M., Nauta, A., & Gosalvez, I. (2005). Social Comparisons at Work as Related to a Cooperative Social Climate and to Individual Differences in Social Comparison Orientation. *Applied Psychology: An International Review, 54*, 61-80.
- Cahoone, N. (1996). *History of the Western mind*. Princeton, NJ: Princeton University Press.

- Capel, S. A. (1991). A longitudinal study of burnout in teachers. *British Journal of Educational Psychology, 61*, 36-45.
- Capel, S. A., (1992). Stress and burnout in teachers. *European Journal of Teacher Education*, 15, 197-211.
- Carmona, C., Buunk, B. P., Peiró, J. M., Rodríguez, I., & Bravo, M. J. (2006). Do Social Comparison and Coping Styles Play a Role in the Development of Burnout? Cross-sectional and Longitudinal findings. *Journal of Occupational and Organizational Psychology*, 79, 85-99.
- Carver, C. S., Scheier, M. F., & Weintraub, J. K. (1989). Assessing coping strategies: A theoretically based approach. *Journal of Personality and Social Psychology*, *56*, 267-283.
- Collins, R. L. (1996). For better or for worse: The impact of upward social comparison on self-evaluations. *Psychological Bulletin*, *119*, 51-69.
- Cooper, C. L., Sloan, S. J., & Williams, S. (1988). *Occupational Stress Indicator Management Guide* (NFER-Nelson, Windsor).
- Crocker, J., & Blanton, H. (1999). Social inequality and self-esteem: The moderating effects of social comparison, legitimacy, and contingencies of self-esteem. In T. R. Tyler, R. M. Kramer, O. P. John. *The psychology of the social self* (pp. 171-191). Mahwah, NJ: Lawrence Erlbaum Associates.
- Cross, S. E., & Madson, L. (1997). Models of the self: Self-construals and gender. *Psychological Bulletin*, *122*, 5-37.
- Cunningham, W. G. (1983). Teacher burnout-solutions for the 1980s: a review of the Literature, *Urban Review*, *15*, 37-51.
- De Vos, G. A. (1985). Dimensions of the self in Japanese culture. In A. J. Marsella, G. De Vos, & F. L. K. Hsu (Eds.), *Culture and self: Asian and Western perspectives* (pp. 141–182). New York: Tavistock.
- Deaux, K., & Lafrance, M. (1998). Gender. In D. Gilbert, S. T. Fiske, & L. Gardner (Eds.), *The handbook of social psychology* (pp. 788-827). New York, NY: McGraw-Hill.
- De Jonge, J., Dormann, C., Janssen, P. P. M., Dollard, M. F., Landerweerd, J. A., & Dewe, P. J. (1985). Coping with work stress: an investigation of teachers' action. *Research in Education*, *33*, 27-40.
- Endler, N. S., & Parker, J. D. (1990). Multidimensional assessment of coping: A critical evaluation. *Journal of Personality and Social*

- Psychology, 58, 844-854.
- Feldman, N. S., & Ruble, D. N. (1981). Social comparison strategies: Dimensions offered and options taken. *Personality and Social Psychology Bulletin*, 7, 11-16.
- Ferris, G. R., & Gilmore, D. C. (1984). The moderating role of work context in job design research: A test of competing models. *Academy of Management Journal*, *27*, 885-892.
- Festinger, L. (1954). A theory of social comparison processes. *Human Relations*, 7, 117–140.
- Fimian, M. J. & Blanton, L. P. (1987). Stress, burnout and role problems among techer trainees and first year teachers. *Journal of Occupational Behaviour, 8*, 157-165.
- Fiske, A. P. (1992). The four elementary forms of sociality: Framework for a unified theory of social relations. *Psychological Review*, *99*, 689-723.
- Folkman, S., & Lazarus, R. S. (1980). An analysis of coping in a middle aged community sample. *Journal of Health and Social Behavior*, *21*, 219-239.
- Folkman, S., & Moskowitz, J. T. (2004). Coping: Pittfalls and promise. *Annual Review of Psychology*, *55*, 745-774.
- Freudenberger, H.J. (1980). *Burnout: The high cost of high achievement*. Garden City, N.Y.: Anchor Press.
- Friedman, I. A. (1991). High-and low-burnout schools: School culture aspects of teacher burnout. *Journal of Educational Research*, 84, 325-333.
- Friesen, D., Prokop, C. M., & Sarros, J. C. (1988). Why teachers burn out. *Educational Research Quarterly*, 12, 9-19.
- Friesen, D., & Sarros, J. C. (1989). Sources of burnout among educators. *Journal of Organizational Behavior, 10,* 179-188.
- Frieswijk, N., Buunk, B. P., Steverink, N., & Slaets, J. P. (2004a). The Effect of Social Comparison Information on the Life Satisfaction of Frail Older Persons. *Psychology and Aging, 19*, 183-190.
- Frieswijk, N., Buunk, B. P., Steverink, N., & Slaets, J. P. J. (2004b). The

- interpretation of social comparison and its relation to life satisfaction among elderly people: Does frailty make a difference? *Journal of Gerontology: Psychological Sciences*, *59B*, 250-257.
- Gardner, W. L., Gabriel, S., & Lee, A.Y. (1999). 'I' value freedom, but 'we' value relationships: Self-construal priming mirrors cultural differences in judgment. *Psychological Science*, *10*, 321-326.
- Gastorf, J. W., & Suls, J. (1978). Performance evaluation via social comparison: Performance similarity versus related-attribute similarity. *Social Psychology*, 41, 297-305.
- Gautam, T., Van Dick, R., & Wagner, U. (2004). Organizational identification and organizational commitment: Distinct aspects of two related concepts. *Asian Journal of Social Psychology*, *7*, 301-315.
- Gelfand, M. J., Bhawuk, D. P. S., Nishii, L. H., & Bechtold, D. J. (2004). Culture, Leadership, and Organizations. The GLOBE study of 62 Societies. In R. J. House, P. J. Hanges, P. J., M. Javidan, P. W. Dorfman, & V. Gupta (Eds.), *Individualism and Collectivism* (pp. 437-512). Thousand Oaks, CA: Sage Publications.
- Gernigon, C. & Delloye, J. B. (2003). Self-efficacy, causal attribution, and track athletic performance following unexpected success or failure among elite sprinters. *Sport Psychologist*, *17*, 55-76.
- Gerrard, M., Gibbons, F. X., Lane, D. J., & Stock, M. L. (2005). Smoking cessation: Social comparison level predicts success for adult smokers. *Health Psychology*, *24*, 623-629.
- Geurts, S. A., Buunk, B. P., & Schaufeli, W. B. (1994). Health complaints, social comparisons, and absenteeism. *Work & Stress*, *8*, 220-234.
- Gibbons, F. X., & Buunk, B. P. (1999). Individual differences in social comparison: The development of a scale of social comparison orientation. *Journal of Personality and Social Psychology*, 76, 129–142.
- Gibbons, F. X., & Gerrard, M. (1989). Effects of upward and downward social comparison on mood states. *Journal of Social & Clinical Psychology, 8*, 14-31.
- Gibbons, F. X., & Gerrard, M. (1991). Downward comparison and coping with threat. In J. M. Suls & T. A., Wills (Eds.), *Social Comparison:*

- *Contemporary theory and research* (pp. 317-345). Hillsdale, NJ, USA: Lawrence Erlbaum Associates.
- Gibbons, F. X., Blanton, H., Gerrard, M., Buunk, B. P., & Eggleston, T. (2000). Does social comparison make a difference? Optimism as a moderator of the relation between comparison level and academic performance. *Personality and Social Psychology Bulletin*, *26*, 637-648.
- Gibbons, F. X., Lane, D. J., Gerrard, M., Reis-Bergan, M., Lautrup, C. L., Pexa, N. A., & Blanton, H. (2002). Comparison-level preferences after performance: Is downward comparison theory still useful? *Journal of Personality and Social Psychology* 83, 865-880.
- Gilligan, Carol G. 1982. *In a Different Voice: Psychological Theory and Women's Development.* Cambridge, Mass: Harvard University Press.
- Giordano, C., Wood, J. V., & Michela, J. L. (2000). Depressive personality styles, dysphoria, and social comparisons in everyday life. *Journal of Personality and Social Psychology*, 79, 438-451.
- Glazer, S., Daniel, S. C., & Short, K. M. (2004). A study of the relationship between organizational commitment and human values in four countries. *Human Relations*, *57*, 323-345.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, *33*, 61-81.
- Goodman, P. (1977). Social comparison processes in organizations. In B.M. Staw & G.R. Salancik (Eds.), *New directions in organizational behavior* (pp. 97-132). Chicago: St. Clair Press.
- Gouveia, V. V., Clemente, M., & Espinosa, P. (2003). The horizontal and vertical attributes of individualism and collectivism in a Spanish population. *Journal of Social Psychology*, *143*, 43-63.
- Greenglass, E. R., & Burke, R. J. (2000). Hospital downsizing, individual resources, and occupational stressors in nurses. *Anxiety, Stress and Coping: An International Journal, 13*, 371-390.
- Greenglass, E. R., Burke, R. J., & Konarski, R. (1998). Components of burnout, resources and gender related differences. *Journal of Applied Social Psychology, 28*, 1088-1106.

- Griffin, R. W. (1983). Objective and social sources of information in task redesign: A field experiment. *Administrative Science Quarterly, 28*, 184-200
- Griffin, R. W., Bateman, T. S., Wayne, S. J., & Head, T. C. (1987). Objective and social factors as determinants of task perceptions and responses: An integrated perspective and empirical investigation. *Academy of Management Journal*, *30*, 501-523.
- Griva, K., & Joekes, K. (2003).UK teachers under stress: Can we predict wellness on the basis of characteristics of the teaching job? *Psychology-and-Health*, 18, 457-471.
- Gully, S. M., Incalcaterra, K. A., Joshi, A., & Beaubien, J. M. (2002). A metaanalysis of team-efficacy, potency, and performance: Interdependence and level of analysis as moderators of observed relationships. *Journal* of *Applied Psychology*, 87, 819-832.
- Hakmiller, K. L. (1966). Threat as a determinant of downward comparison. Journal of Experimental Social Psychology Suplement 1, 32-39.
- Helgeson, V. S. (1994). Relation of agency and communion to well-being: Evidence and potential explanations. *Psychological Bulletin, 116,* 412-428.
- Higgins, E. T. (1997). Beyond pleasure and pain. *American Psychologist*, *52*, 1280-1300.
- Holden, G. (1991). The relationship of self-efficacy appraisals to subsequent health related outcomes: A meta-analysis. *Social Work in Health Care, 16*, 53-93.
- Hofstede, G. (1980). *Culture's consequences: International differences in work-related values.* Beverly Hills, CA: Sage.
- Holden, G. W., Moncher, M. S., Schinke, S. P., & Barker, K. M. (1990). Self-efficacy of children and adolescents: A meta-analysis. *Psychological Reports*, *66*, 1044-1046.
- Hoyle, R. H. (1995). The structural equation modeling approach: Basic concepts and fundamental issues. In R. H. Hoyle (Ed). *Structural equation modeling: Concepts, issues, and applications. (pp.1-15)*. Thousand Oaks, CA: Sage Publications.

- Janssen, O. (2004). The barrier effect of conflict with superiors in the relationship between employee empowerment and organizational commitment. *Work & Stress, 18,* 56-65.
- Jöreskog, K., & Sörbom, D. (1996). *LISREL 8: User's reference guide*. Chicago, IL: Scientific Software International, Inc.
- Kazdin, A. E. (1979). Imagery elaboration and self-efficacy in the covert modeling treatment of unassertive behavior. *Journal of Consulting and Clinical Psychology*, 47, 725-733.
- Kelloway, E. K., & Barling, J. (1991). Job characteristics, role stress and mental health. *Journal of Occupational Psychology*, 64, 291-304.
- Kemmelmeier, M., & Oyserman, D. (2001a). The ups and downs of thinking about a successful other: Self-construals and the consequences of social comparisons. *European Journal of Social Psychology*, *31*, 311-320.
- Kemmelmeier, M., & Oyserman, D. (2001b). Gendered influence of downward social comparisons on current and possible selves. *Journal of Social Issues*, *57*, 129-148.
- Kwan, C. M. L., Love, G. D., & Ryff, C. D. (2003). The role of self-enhancing evaluations in a successful life transition. *Psychology and Aging, 18*, 3-12.
- Lale, C. (2001). Symptoms of teacher stress in UK education, schools, and colleges. Retrieved December 20, 2005, from http://www.teacherstress.co.uk.
- Latack, J. C. (1986). Coping with job stress. *Journal of Applied Psychology*, 71, 377-385.
- Latack, J. C., & Havlovic, S. J. (1992). Coping with job stress: A conceptual evaluation framework for coping measures. *Journal of Organizational Behaviour*, 13, 479-508.
- Lazarus, R. S., & Laurier, R. (1978). Stress-related transactions between person and environments. In L. A. Perkin, & M. Lewis, *Perspectives in International Psychology* (pp. 287-327). New York: Plenum.
- Leiter, M. P. (1991). Coping patterns as predictors of burnout: The function of control and escapist coping patterns. *Journal of Organizational Behaviour, 12*, 123-144.
- Leung, M. (1997). Negotiation and reward allocation across cultures. In P. C. Earley & M. Erez (Eds.), *New perspectives on international industrial and organizational psychology* (pp. 640–675). San Francisco: Lexington.

- Lewis, C. C. (1995). *Educating hearts and minds*. New York: Cambridge University Press.
- Lockwood, P. (2002). Could it happen to you? Predicting the impact of downward comparisons on the self. *Journal of Personality and Social Psychology*, 82, 343-358.
- Lockwood, P., Dolderman, D., Sadler, P., & Gerchak, E. (2004). Feeling Better About Doing Worse: Social Comparisons Within Romantic Relationships. *Journal of Personality and Social Psychology*, 87, 80-95.
- Lockwood, P., Jordan, C. H., & Kunda, Z. (2002). Motivation by positive or negative role models: Regulatory focus determines who will best inspire us. *Journal of Personality and Social Psychology*, *83*, 854-864.
- Lockwood, P., & Kunda, Z. (1997). Superstars and me: Predicting the impact of role models on the self. *Journal of Personality and Social Psychology*, 17, 91-103.
- Lockwood, P., & Kunda, Z. (2000). Outstanding role models: Do they inspire or demoralize us? In A. Tesser & R. B. Felson (Eds). *Psychological perspectives on self and identity.* (pp. 147-171). Washington, DC, US: American Psychological Association.
- Lykes, M. B. (1985). Gender and individualistic vs. collectivist bases for notions about the self. *Journal of Personality*, *53*, 356-383.
- Lyubomirsky, S., & Ross, L. (1997). Hedonic consequences of social comparison: A contrast of happy and unhappy people. *Journal of Personality and Social Psychology*, 73, 1141-1157.
- MacKinnon, D. P. (2000). Contrasts in multiple mediator models. In J. Rose, L. Chassin, C. C. Presson, & S. J. Sherman (Eds.), *Multivariate applications in substance use research: New methods for new questions* (pp. 141-160). Mahwah, Nj: Erlbaum.
- MacKinnon, D. P., Lockwood, C. M., Hoffman, J. M., West, S. G., & Sheets, V. (2002). A comparison of methods to test the significance of the mediated effect. *Psychological Methods*, *7*, 83-104.
- Mael, F. A., & Ashforth, B. E. (1995). Loyal from day one: Biodata, organizational identification and turnover among new comers. *Personnel Psychology*, 48, 309-333.

- Mael, F. A., & Tetrick, L. E (1992). Identifying organizational identification. *Educational and Psychological Measurement, 52,* 813-824.
- Markus, H. R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review*, *98*, 224-253.
- Markus, H. R., & Oyserman, D. (1989). Gender and thought: The role of the self. In M. Crawford & M. Hamilton (Eds.), *Gender and thought* (pp. 100-127). New York: Springer.
- Maslach C. (1982). Burnout: The cost of caring. New York: Prentice Hall Press.
- Maslach, C., & Jackson, S. (1981). The measurement of experienced burnout. *Journal of Occupational Behavior, 2*, 99-113.
- Maslach, C., & Jackson, S. (1986). *Maslach Burnout Inventory Manual* (2 edn.). Palo Alto, CA: Consulting Psychologists Press.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., & Jackson, D. N. (1989).

 Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of Applied Psychology*, 74, 152-156.
- Miller, C. T. (1984). Self-schemas, gender, and social comparison: A clarification of the related attributes hypothesis. *Journal of Personality and Social Psychology, 46,* 1222-1229.
- Miller, R. L., & Suls, J. (1977). Affiliation preferences as a function of attitude and ability similarity. In J. Suls & R.L. Miller (Eds.), *Social comparison processes. Theoretical and empirical processes* (pp. 103-124). New York: Hemisphere.
- Miller, D. T., Turnbull, W., & McFarland, C. (1988). Particularistic and universalistic evaluation in the social comparison process. *Journal of Personality and Social Psychology*, *55*, 908-917.
- Moritz, S. E., Feltz, D. L., Fahrbach, K. R., & Mack, D. E. (2000). The relation of self-efficacy measures to sport performance: A meta-analytic review. *Research Quarterly for Exercise and Sport, 71,* 280–294.
- Morse, S., & Gergen, K. J. (1970). Social comparison, self-consistency, and the concept of self. *Journal of Personality and Social Psychology*, 16, 148-156.
- Morris, J. H., & Steers, R. M. (1980). Structural influences on organizational commitment. *Journal of Vocational Behavior*, 17, 50-57.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14, 224-247.

- Multon, K. D., Brown, S. D., & Lent, R. W. (1991). Relation of self-efficacy beliefs to academic outcomes: A meta-analytic investigation. *Journal of Counseling Psychology*, *38*, 30-38.
- Nijhuis, F. J. N. (2001). Testing reciprocal relationships between job characteristics and psychological well-being: A cross- lagged structural equation model. *Journal of Occupational and Organizational Psychology*, 74, 1-28.
- O'Connell, J., & Prieto, J. M. (1998). Una lectura vertical de la Investigación Transcultural sobre la dirección de empresa: el caso español.[A Vertical Reading of the Cross-Cultural Management research: The case study of Spain]. Revista de Psicología del Trabajo y de las Organizaciones, 14, 51-63.
- Olff, M., Brosschot, J. F., & Godaert, G. (1993). Coping styles and health. *Personality and Individual Differences*, 15, 81-90.
- Olson, B. D., & Evans, D. L. (1999). The role of the Big Five personality dimensions in the direction and affective consequences of everyday social comparisons. *Personality and Social Psychology Bulletin, 25*, 1498-1508.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71, 492-499.
- Ouchi, W. G. (1980). Markets, bureaucracies and clans. *Administrative Science Quarterly*, 25, 129-141.
- Parkes, K. R. (1990). Coping, negative affectivity, and the work environment: Additive and interactive predictors of mental health. *Journal of Applied Psychology*, 75, 399-409.
- Pearson, C. A. L., & Chong, J. (1997). Contributions of job content and social information in organizational commitment and job satisfaction: An exploration in a Malaysian nursing context. *Journal of Occupational and Organizational Psychology*, 70, 357-374.
- Pintrich, P. R., & de Groot, E. V. (1990). Motivational and self-regulated learning components of classroom academic performance. *Journal of Educational Psychology*, 82, 33-40.

- Pithers, R.T. (1995). Teacher stress research: problems and progress. *British Journal of Educational Psychology*, *65*, 387-392.
- Pomaki, G., & Anagnostopoulou, T. (2003). A test and extension of the Demand/Control/Social support model: Prediction of wellness/health outcomes in Greek teachers. *Psychology & Health, 18,* 537-550.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, *59*, 603-609.
- Porter, L. W, & Van Maanen, J. (1970). Task accomplishment and the management of time. In B. M. Bass (Ed.), *Managing for accomplishment*. Lexington, MA: Lexington.
- Pradhan, R. K., Kumar, U., & Singh, A. (2004). A Comparative Analysis of Organizational Climate in India. *Social Science International*, *20*, 107-121.
- Rawls, J. R., Ulrich, R. A., & Nelson, O. T. (1976). A comparison of managers entering or reentering the profit and nonprofit sectors. *Academy of Management Journal*, 18, 616-662.
- Reis-Bergan, M., Gibbons, F. X., & Gerrard, M. (2000). The impact of reminiscence on socially active elderly women's reactions to social comparisons. *Basic and Applied* Social *Psychology, 22*, 225-236.
- Rickman, R. M., Van den Borne, H. W., & Syroit, J. E. (1992). Differences in hypercompetitive attitude between American and Dutch university students. *Journal of Social Psychology*, *132*, 331-334.
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A meta-analysis. *Journal of Organizational Behavior, 23*, 257-266.
- Riolli, L., & Savicki, V. (2003). Optimism and Coping as Moderators of the Relation Between Work Resources and Burnout in Information Service Workers. *International Journal of Stress Management*, 10, 235-252.
- Ronen, S., & Shenkar, O. (1985). Clustering countries on attitudinal dimensions: A review and synthesis. *Academy of Management Review*, 10, 435, 454.

- Rosenberg, M. (1989). *Society and the adolescent self-image*. Middletown, CT: Wesleyan University Press.
- Rosenthal, R., & Jacobson, L. (1968). *Pygmalion in the classroom: Teacher expectation and pupils' intellectual development'*. New York: Rinehart and Winston.
- Rosenthal, R., & Rubin, D. B. (1979). Comparing significance levels of independent studies. *Psychological Bulletin*, *86*, 1165-1168.
- Rudow, B. (1999). Stress and burnout in the teaching profession: European studies, issues, and research perspectives. In R. Vandenberghe, & A.M. Huberman, (Eds.). *Understanding and preventing teacher burnout:* A sourcebook of international research and practice. (pp. 38-58). New York: Cambridge University Press.
- Sadri, G., & Robertson, I. T. (1993). Self-efficacy and work-related behaviour: A review and meta-analysis. *Applied Psychology: An International Review, 42,* 139-152.
- Salancik, G., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative Science Quarterly*, 13, 224-253
- Schaubroeck, J. (1996). Pay status hierarchy and organizational attachment. *Journal of Economic Psychology*, 17, 579-589.
- Schaufeli, W. B., & Buunk, B. P. (2003). Burnout: An overview of 25 years of research in theorizing. In M.J. Schabracq, J.A.M. Winnubst, & C.L. Cooper (Eds.). *The handbook of work and health psychology* (pp. 383-425). Cichester: Wiley.
- Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996).

 Maslach Burnout Inventory-General Survey (MBI-GS). In C.

 Maslach, S. E. Jackson, & M. P. Leiter (Eds.), *MBI Manual* (3rd
 Edn.). Palo Alto, CA: Consulting Psychology Press.
 - Schneider, B. H., Woodburn, S., & Del Pilar Solteras del Toro, M. (2005). *Merrill-Palmer Quarterly, 51*, 163-191.
- Schunk, D. H. (1981). Modeling and attributional effects on children's achievement: A self-efficacy analysis. *Journal of Educational Psychology*, 73, 93-105.

- Schunk, D. H. (1986). Vicarious influences on self-efficacy for cognitive skill learning. *Journal of Social and Clinical Psychology*, *4*, 316-327.
- Sears, S. F., Urizar, G. G., & Evans, G. D. (2000). Examining a stress-coping model of burnout and depression in extension agents. *Journal of Occupational Health Psychology*, *5*, 56-62
- Semmer, N. K. (2003). Job stress interventions and organization of work. In J.C. Quick & L. E. Tetrick. *Handbook of occupational health psychology*. (pp. 325-353). Washington, DC, US: American Psychological Association.
- Shafiro, M. V., Himelein, M. J., & Best, D. L. (2003). Ukrainian and U.S. American females: Differences in individualism/collectivism and gender attitudes. *Journal of Cross-Cultural Psychology*, 34, 297-303.
- Shah, J., Higgins, T., & Friedman, R. S. (1998). Performance incentives and means: How regulatory focus influences goal attainment. *Journal of Personality and Social Psychology*, 74, 285-293.
- Shenkar, O., & Ronen, S. (1987). Structure and importance of work goals among managers in the People's Republic of China. *Academy of Management Journal*, *30*, 564-576.
- Shirom, A. (1989). *Burnout in work organizations*. In C.L. Cooper & I. Robertson (Eds.), International Review of Industrial and Organizational Psychology (pp. 25-48). New York: Wiley.
- Singelis, T., & Brown, W. (1995). Culture, self, and collectivist communication: Linking culture to individual behavior. *Human Communication Research*, *21*, 354-389.
- Smith, P. B. (1997). Leadership in Europe: euro-management or the footprint of history? *European Journal of Work and Organizational Psychology, 6*, 375-386.
- Smith, P. B., Dugan, S., & Trompenaars, F. (1996). National culture and the values of organizational employees. *Journal of Cross-Cultural Psychology*, *27*, 231-264.
- Solomon, E. E. (1986). Private and public sector managers: An empirical investigation of job characteristics and organizational climate. *Journal of Applied Psychology*, 71, 247-259.

- Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta-analysis. *Psychological Bulletin*, *124*, 240-261.
- Stapel, D. A., & Koomen, W. (2001). I, we, and the effects of others on me: How self-construal level moderates social comparison effects. *Journal of Personality and Social Psychology, 80,* 766–781.
- Stapel, D. A., & Koomen, W. (2005). Competition, Cooperation, and the Effects of Others on Me. *Journal of Personality and Social Psychology, 88*, 1029-1038.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22, 46-56.
- Stevens, J. M., Beyer, J. M., & Trice, H. M. (1978). Assessing personal, role, and organizational predictors of managerial commitment. *Academy of Management Journal*, *21*, 380-396.
- Suls, J. M., & Miller, R. L. (1977). *Social comparison processes: Theoretical and empirical perspectives.* Oxford, England: Hemisphere.
- Suls, J., & Wheeler, L. (2000). *Handbook of social comparison: Theory and research.*Dordrecht, Netherlands: Kluwer Academic Publishers.
- Suls, J., & Wills, T. A. (1991). *Social comparison: Contemporary theory and research.* Hillsdale, England: Lawrence Erlbaum Associates.
- Tajfel, H., & Turner, J. C. (1986). The social identity theory of inter-group behavior. In S. Worchel and L. W. Austin (eds.), *Psychology of Intergroup Relations*. Chigago: Nelson-Hall.
- Taylor, S. E., Buunk, B. P., & Aspinwall, L. G. (1990). Social comparison, stress, and coping. *Personality and Social Psychology Bulletin, 16*, 74-89.
- Taylor, S. E., & Lobel, M. (1989). Social comparison activity under threat: Downward evaluation and upward contacts. *Psychological Review*, *96*, 569-575.
- Tennen, H., McKee, T. E., & Affleck, G. (2000). Social comparison processes in health and illness. In J. Suls & L. Wheeler (Eds). *Handbook of social comparison: Theory and research.* The Plenum series in social/clinical psychology. (pp. 443-483). Dordrecht, Netherlands: Kluwer.
- Tesser, A. (1988). Toward a self-evaluation maintenance model of social behavior. *Advances in Experimental Social Psychology, 21*, 181-227.

- Thoits, P. A. (1992). Identity structures and psychological well-being: Gender and marital status comparisons. *Social Psychology Quarterly*, *55*, 236-256.
- Thwaites, R., & Dagnan, D. (2004). Moderating variables in the relationship between social comparison and depression: An evolutionary perspective. *Psychology and Psychotherapy: Theory, Research and Practice,* 77, 309-323.
- Tornow, W. W. (1971). The development and application of an input-outcome moderator test on the perception and reduction of inequity. *Organizational Behavior & Human Performance, 6,* 614-638.
- Trafimow, D., Triandis, H. C., & Goto, S. G. (1991). Some tests of the distinction between the private self and the collective self. *Journal of Personality & Social Psychology*, 60, 649-655.
- Triandis, H. C. (1989). Self and social behavior in differing cultural contexts. *Psychological Review*, *96*, 269-289.
- Triandis, H. C. (1995). *Individualism and collectivism*. Boulder, CO: Westview Press.
- Triandis, H. C., & Suh, E. M. (2002). Cultural influences on personality. *Annual Review of Psychology*, *53*, 133-160.
- Trompenaars, F. (1993). *Riding the waves of culture: understanding diversity in business.* London: Breatley.
- Turner, J. C. (1987). *Rediscovering the social group: A self-categorization theory.* Oxford, England: Basil Blackwell.
- Tyler, T. R., Kramer, R. M., & John, O. P. (1999). *The psychology of the social self.* Mahwah, NJ: Lawrence Erlbaum Associates.
- Van der Zee, K., Bakker, A. B., & Buunk, B. P. (2001). Burnout andreactions to social comparison information among volunteer caregivers. *Anxiety, Stress and Coping, 14*, 391-410.
- Van der Zee, K., Buunk, B. P., Sanderman, R., Botke, G., & VandenBerg, F. (1999). The big five and identification-contrast processes in social comparison in adjustment to cancer treatment. *European Journal of Personality*, 13, 307-326.

- Van der Zee, K., Buunk, B., Sanderman, R., Botke, G., & Van den Bergh, F. (2000). Social comparison and coping with cancer treatment. Personality and Individual Differences, 28, 17-34.
- Van Horn, J. E., Schaufeli, W. B., Greenglass, E. R., & Burke, R. J. (1997). A Canadian-Dutch comparison of teachers' burnout. *Psychological Reports*, 81, 371-382.
- Van Yperen, N. W. & Janssen, O. (2002). Fatigued and dissatisfied or fatigued but dissatisfied? Goal orientations and responses to high job demands. *Academy of Management Journal*, 45, 1161-1171.
- Veninga R. L., & Spradley, J. P. (1981). The work/stress connection: How to cope with job burnout. Boston: Little Brow.
- Verhoeven, C., Kraaij, V., Joekes, K., & Maes, S. (2003). Job conditions and wellness/health outcomes in Dutch secondary school teachers. *Psychology & Health, 18,* 473-487.
- Verhoeven, C., Maes, S., & Kraaij, V. (2003). The Job Demand-Control-Social support model and wellness/healthy outcomes: A European study. *Psychology & Health, 18,* 421-440.
- Vrugt, A. (1994). Perceived self-efficacy, social comparison, affective reactions and academic performance. *British Journal of Educational Psychology, 64*, 465-472.
- Vrugt, A., & Koenis, S. (2002). Perceived self-efficacy, personal goals, social comparison, and scientific productivity. *Applied Psychology: An International Review, 51,* 593-607.
- Vrugt, A., Oort, F. J., & Zeeberg, C. (2002). Goal orientations, perceived self-efficacy and study results amongst beginners and advanced students. *British Journal of Educational Psychology*, *72*, 385-397.
- Walmsley, G. L., & Zald, M. N. (1973). The Political Economy of Public Organizations. *Public Administrative Review 33*, 62-73.
- Watson, D., & Hubbard, B. (1996). Adaptational style and dispositional structure: coping in the context of the five-factor model. *Journal of Personality*, 64, 737-774.
- Weinberg, R. S., Gould, D., & Jackson, A. (1979). Expectations and performance: An empirical test of Bandura's self-efficacy theory. *Journal of Sport Psychology, 1, 320-331.*

- Wheeler, L. (2000). Individual differences in social comparison. In J. Suls and L. Wheeler (Eds.), *Handbook of social comparison: Theory and research* (pp. 141-158). Dordrecht, Netherlands: Kluwer Academic Publishers.
- White, K., & Lehman, D. R. (2005). Culture and Social Comparison Seeking: The Role of Self-Motives. *Personality and Social Psychology Bulletin, 31*, 232-242.
- Whitehead, A. J., & Ryba, K. (1995). New Zealand teachers' perceptions of occupational stress and coping strategies. *New Zealand Journal of Educational Studies*, *30*, 177-188.
- Williams, J. E., & Best, D. L. (1990). Sex and psyche: Gender and self viewed cross-culturally. Newbury Park, CA: Sage.
- Wills, T. A. (1991). Similarity and self-esteem in downward comparison. In J. Suls & T.A. Wills (Eds), *Social comparison: Contemporary theory and research* (pp. 51-78). Hillsdale, NJ, USA: Lawrence Erlbaum Associates.
- Wills, T. A. (1997). Modes and families of coping: An analysis of downward comparison in the structure of other cognitive and behavioral mechanisms. In B. Buunk & F.X. Gibbons (Eds.). *Health, coping and well-being: Perspectives from social comparison theory* (pp167-193). Mahwah, NJ: Lawrence Erlbaum.
- Wolpin, J., Burke, R. J. & Greenglass, E. R. (1991). Is job satisfaction antecedent or consequence of psychological burnout? *Human Relations*, 44, 193-209.
- Wood, J. V. (1989). Theory and research concerning social comparisons of personal attributes. *Psychological Bulletin*, *22*, 520-537.
- Wood, J. V., Taylor, S. E., & Lichtman, R. R. (2003). Social comparison in adjustment to breast cancer. In P. Salovey and A. J. Alexander (Eds.), *Social psychology of health* (pp. 151-165). New York: Psychology Press.
- Wright Edelman, M. (1992). *The Measure of Our Success: A Letter to My Children & Yours.* Boston. Beacon Press.
- Ybema, J. F., Buunk, B. P., & Heesink, J. A. M. (1996). Affect and identification in social comparison after loss of work. *Basic and Applied Social Psychology*, 18, 151-169.
- Zander, L. (1997). The licence to lead. An 18 country study of the relationship between employees' preferences regarding interpersonal leadership

and national culture. Published doctoral dissertation (ISBN 91 971 730 88), Stockholm School of Economics, Sweden.

Zeffane, R. (1994). Patterns of organizational commitment and perceived management style: A comparison of public and private sector employees. *Human Relations*, 47, 977-1010.