'It is not fair that you do not know we have problems': Perceptual distance and the consequences of male leaders' conflict avoidance behaviours

ABSTRACT

This study investigates perceptual distance in terms of managers' conflict avoidance behaviour and its consequences for subordinates. We argue that perceptual distance, or the disagreement between a manager's perception and that of his or her subordinates of his or her conflict avoidance, is a genuine phenomenon. We examine the extent to which the perceptual distance regarding managers' avoidance behaviour influences a team's justice climate as well as the role of gender. The data collected from three multinational companies in China show that the perceptual distance of a male manager's avoidance behaviour exists and that it is associated with a negative justice climate within the team. These findings provide evidence of gender's effect on leadership and highlight the benefits of female leadership.

Keywords: Leadership, Perceptual Distance, Avoidance, Justice, Gender

INTRODUCTION

The most common criterion for leadership effectiveness is followers' perceptions of their leaders' effectiveness (Kozlowski & Ilgen, 2006). Therefore, it is necessary for leaders to be aware of their followers' perceptions and how leaders are perceived by them. However, the latter can differ from the leader's self-perception. For example, leaders are more likely to have a more positive perception of their own behaviour (Judge & Piccolo, 2004), and the subsequent confidence in their own effectiveness may not reflect reality. Similarly, empirical studies reveal that leaders' and members' perceptions of leader–member exchanges differ (Kozlowski & Ilgen, 2006); further, leaders' self-reported estimates of their transformational leadership and leadership effectiveness are inflated (Judge & Piccolo, 2004).

Accordingly, leadership studies have somewhat addressed this issue (Sturm, Taylor, Atwater, & Braddy, 2014; Taylor & Hood, 2011) in line with the significance of self-awareness (Sturm *et al*., 2014). The theory of leader self-awareness (Taylor, 2010) claims a leader may lack self-awareness owing to attribution bias or self-bias (Watson, 1982). However, this theory offers only a limited explanation of the difference in leader–members' perceptions and the incongruence demonstrated in their interactions (Gardner, Avolio, Luthans, May, & Walumba, 2005; Kozlowski & Ilgen, 2006; Peus, Wesche, Streicher, Braun, & Frey, 2012; Taylor *et al.*, 2008). Specifically, perceptual incongruence or the difference in perceptions between a leader and members may be caused not only by a leader's positive self-bias, but also by differences in how the leader and members perceive situations and the subsequent expectations of the leader's role. Therefore, to address the intriguing issue of a leader's sensitivity, or the lack of

sensitivity in a team, a need exists to examine leader–members' perceptual incongruence beyond the leader's self-bias and/or self-awareness. For this investigation, we adapt the notion of perceptual distance to capture the size and amount of the incongruence gap, or the difference between a manager's and his or her subordinates' perceptions of team affairs, including leader behaviours.

Leader behaviours influence followers' perceptions of leadership effectiveness, as followers directly observe and interpret these behaviours (Mayer, Nishii, Schneider, & Goldstein, 2007). Additionally, among leaders' daily behaviours, conflict management is an important team leadership behaviour (Zaccaro, Rittman, & Marks, 2001). Research thus far argues that a leader's conflict avoidance generally has a negative impact on followers' perceptions and leadership effectiveness (Desivilya & Yagil, 2005; Judge & Piccolo, 2004). Therefore, we examine leader–members' perceptual distance in terms of leaders' conflict avoidance, given its potentially magnified negative effects. In particular, we examine whether leader–members' perceptual distance exists in terms of leaders' conflict avoidance behaviour and, if so, how this perceptual distance influences followers' attitudes, especially in relation to the prevailing justice climate.

Justice has been an important issue in relation to leadership given its influence on power (Emerson, 1972). Additionally, a team's manager acts as an organisation's gatekeeper (Kozlowski & Ilgen, 2006; Mohrman, Cohen, & Mohrman, 1995) and is a direct source and implementer of organisational procedures for team members (Collins, Mossholder, & Taylor, 2012; Zohar & Luria, 2004). Therefore, an investigation of the team's justice climate, in association with the perceptual distance of the leader's avoidance behaviours, is warranted.

A leader's behaviours can be perceived very differently by the leader and his or her followers. Therefore, our exploration offers an important insight into the findings of previous leadership studies (Goleman, 2001; Taylor, Rudolph, & Foldy, 2008). Our study highlights the importance of *sensitivity* and *empathetic leadership* by illustrating leadership failures that may be caused by missing subtle cues, and subsequent role expectations within a team. In doing so, we accept, but also look *beyond*, the significance of a leader's self-awareness and self-knowledge (Gardner *et al*., 2005; Peus *et al*., 2012). Similarly, we highlight the positive aspects of *female leadership*, which parallels increasing research on positive female leadership (Elsesser & Lever, 2011; Kark, Waismel-Manor, & Shamir, 2012; Rosette & Tost, 2010). Our study thus responds to the call for a more in-depth exploration of issues related to a leader's sensitivity including self-awareness and highlights gender differences in leadership as a possible moderator for further consideration (Sturm *et al*., 2014; Wang, Chiang, Tsai, Lin, & Cheng, 2013). Our study also contributes to the literature on conflict research by indicating that the *perceptual distance* between a leader and his or her followers, rather than a leader's avoidance behaviours as perceived by followers per se, can be detrimental.

In the first part of the paper, we briefly discuss the notion of perceptual distance in terms of leader behaviour. We then justify the suitability of leaders' avoidance behaviour for our model and propose our first hypothesis, which states that perceptual distance is more likely to be present among male managers than female managers. We then explore the association between leader–members' perceptual distance and the team's justice climate in our second hypothesis. We use survey data from a sample of managers and their teams in three Chinese organisations to test these hypotheses. We present the

results of *t*-tests and a polynomial regression analysis, and conclude by describing the implications of our study for both research and practice.

THEORY DEVELOPMENT

Leader–members' Perceptual Distance Regarding Leader Behaviour

The notion of *actor-observer asymmetry* (Jones & Nisbett, 1971) captures the powerful intuition that actors explain their own behaviour differently from how an observer would explain that behaviour (Malle, 2006). Actor-observer asymmetry is primarily caused by an attributing, self-serving bias (Watson, 1982), and could be broadly applied to all kinds of behaviour, whether intentional or unintentional, or positive or negative. Similarly, self-other agreement research (Fleenor, Smither, Atwater, Braddy, & Sturm, 2010) has also examined the relationship between how people rate themselves and how they are rated by others. According to this strand of the research, those who rate their strengths and weaknesses similarly to how others rate them can make more effective career decisions (Atwater & Yammarino, 1997). Alternatively, a lack of agreement regarding leaders' behaviour is related to such low outcomes as followers' low performance (Ostroff, Atwater, & Feinberg, 2004). Discrepancies between self-ratings and those of others thus allow for a rare insight into a leader's interpersonal world.

The theory of leader self-awareness (Taylor, 2010) also considers self-awareness to be an important factor associated with leadership success (Leary & Buttermore, 2003). Self-awareness is claimed to be a cornerstone of leadership including, but not limited to, authentic leadership (e.g. Avolio & Gardner, 2005) and emotional intelligence (e.g. Goleman, 1998, 2001). However, self-perception research has demonstrated that self-

knowledge is poor (Dunning, 2005), with positive biases and inaccurate self-assessment. Further, biased self-views may be the most damaging at organisations' higher levels (Dunning, Heath, & Suls, 2004).

Self-awareness consists of two key components: an understanding of oneself and the ability to anticipate how one is perceived by others (Taylor, 2010). Closely related to our study's interest, the second component of self-awareness consists of being in touch with or accurately reading others' emotions, thoughts, and preferences as well as one's influence on them (Taylor, 2010). People anticipate how one is perceived by others by drawing conclusions about themselves from external cues, including the observations of others (Tice & Wallace, 2003).

However, one challenge is that people do not fully know what is unknown about themselves, primarily because of ill-defined problems from 'unknown unknowns' (Caputo & Dunning, 2005). Accordingly, some urge leaders to show humility as well as recognise that people can only access selected parts of their own reality (Diddams & Chang, 2012). Additionally, given the broader contexts or situations in which a leader and leadership are implicated, the leader's scope of awareness should be extended to a team setting, and not only to the leader's self. Similarly, Gibson, Cooper, and Conger (2009) investigate the extent to which leader–members' perceptual distance affects team performance (e.g. goal accomplishment) and present a nonlinear relationship.

By considering the discussion thus far, we expect leader awareness, both the leader's sense of self and the team environment, to offer a more comprehensive view of leadership. As a team leader should not only manage him- or herself, but also manage team affairs, leader awareness and leadership should focus on team environments,

including the perceptions of the leader and his or her followers. Accordingly, this study investigates the possible *discrepancies in expectation* beyond the leader's self-awareness of (non)actions due to differences between a leader's awareness of his or her role and his or her expected role as part of a team. We modify Gibson *et al.*'s (2009) notion of perceptual distance in *leader behaviour*, as the idea of *distance* in terms of perception focuses on not only *the existence* of an asymmetry or gap, but also its *size*. Our investigation of perceptual distance in leader behaviour (e.g. a leader's conflict avoidance) therefore allows us to consider the perception distance caused by different understandings of team environments and situations (e.g. conflict situations). Figure 1 illustrates the perceptual distance caused by differences in perceptions of work situations between a leader and his or her followers, including the leader's self-awareness.

Insert Figure 1 about here

Conflict Handling as an Important Leadership Behaviour

Two behavioural aspects of leadership, represented by structure (or the initiation of task accomplishment) and consideration (or the facilitation of team interaction) (Stogdill, 1950), emphasise conflict minimisation (Burke *et al.*, 2006). Similarly, as a primary function of leadership is to be instructional and regulatory (Kozlowski & Ilgen, 2006), many researchers directly connect conflict management and leadership research (Chen, Tjosvold, & Fang, 2005; Zaccaro *et al.*, 2001).

Conflict occurs when people perceive that their goals, attitudes, values, or beliefs

are incongruent with those of another individual (Deutsch, 1973; Jehn & Mannix, 2001). Conflicts are common in an interpersonal team context (De Dreu & Van de Vliert, 1997; Rahim, Magner, & Shapiro, 2000). Teams must contend with, among other issues, conflicts regarding how to distribute work and rewards effectively and fairly and how to cope with social loafing (Aquino, Tripp, & Bies, 2006; Wageman, 1995). Research has documented that the manner in which conflicts are managed significantly affects relationships rather than the conflict itself (De Dreu & Van de Vliert, 1997). Therefore, the process of conflict handling by leaders, who have important linking roles between a team and an organisation (Mohrman *et al*., 1995), ultimately underpins collaboration among followers and their perceptions of their organisation.

The Dual Concern Model (Blake & Mouton, 1964; Thomas & Kilmann, 1974) identifies five conflict management styles: (1) collaborating, (2) compromising, (3) accommodating, (4) dominating, and (5) avoiding. These can be influenced by individuals' self-oriented or other-oriented concerns (& Kilmann, 1974) or by different power distributions between individuals (Drory & Ritov, 1997). Some leaders' conflict-handling styles might be unsatisfactory, such as domination, with low concern for followers (Blake & Mouton, 1964). However, these styles allow followers to determine where they and their leader stand; therefore, followers can either choose to obey their leader or to move on. Leader avoidance in this regard could be the most frustrating style for followers because of its accompanying ambiguity and uncertainty (Thibaut & Walker, 1975). Not only does leader avoidance signal low concern for the affected followers, but also followers may be unable to understand the leader's underlying intentions (De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001). Studies also indicate that followers generally

prefer problem-solving conflict management styles (De Dreu, 1997). Acknowledging these negative views of leaders' conflict avoidance, we examine whether perceptual distance in leaders' conflict avoidance actually exists, and if so, how it affects a team of followers.

Leader–members' Perceptual Distance in Leader Avoidance Behaviour

Avoidance involves inaction, withdrawal, or ignoring *without overt interactions* (Tjosvold & Sun, 2002). Therefore, a person being avoided may not even acknowledge that a conflict exists (Rahim *et al.*, 2000). Specifically, whereas one person may perceive that a conflict has occurred, the other party may not realise that the conflict has begun. Low convergence between self-reports and other-reports of avoidance (De Dreu *et al.*, 2001) support this line of argument.

Regarding a leader's conflict avoidance, the aforementioned theory of leader self-awareness (Taylor, 2010) could explain why leader–members' perceptual distance may occur. For example, a leader may assume everything is fine, including his or her own leadership behaviours. Additionally, followers' *power dependence* (Emerson, 1972) as well as leaders' *role expectations* and subsequent *selective perception* (Hastorf & Cantril, 1954) could further explain leader–members' perceptual distance. First, high-ranking employees generally focus less on those at a lower rank (Fiske, 1993). Consequently, a leader may miss cues regarding followers' ongoing conflicts (Aquino & Douglas, 2003). Followers, on the contrary, are likely to be more sensitive to negative incidents with their leaders and with their colleagues (Dasborough, 2006). Second, followers expect their leader to be a gatekeeper and a controller of team affairs including emotional issues (Chen *et al.*, 2005; Kozlowski & Ilgen, 2006; Mohrman *et al.*, 1995;

Zaccaro *et al*., 2001), while followers are also observant of affairs within a team and watchful of their leader's subsequent actions. For example, a follower may perceive team conflict when some of his or her peers seem to benefit from larger bonuses with lighter workloads (Hoffman & Woehr, 2009) or may be upset because of persistent banter or less polite treatment by the leader (Farley, 2008).

However, followers in these situations may choose not to speak to their leader because of their dependence on the leader; their vulnerability towards a leader with more power also prevents them from talking freely (i.e. psychological safety: Edmondson, 1996; Garvin & Roberto, 2001). Consequently, a leader may not notice any initial conflicts, both in situations in which the leaders themselves are a cause of conflict and when they are not the offender but should referee conflict incidents within a team. This would lead to low convergence between leaders' and followers' reports of leaders' avoidance style.

Furthermore, there should be sufficient perceptual consensuses within a team regarding the leader's avoidance to allow for team-level comparisons. When subtle conflict situations within a team occur outside of a leader's sensitivity and awareness, team members become exposed to the same (perceived) leader's avoidance. Specifically, when perceptual distance occurs, it becomes a reflection of one's characteristics, as it occurs outside the scope of the leader's scrutiny. Therefore, most group members experience perceptual distance similarly. This reasoning allows us to compare a leader with his or her team of followers.

Gender Effect on Perceptual Distance

Studies indicate that women exhibit sensitivity to others and a higher need for social approval (Burton & Hoobler, 2006). When women build their self-concepts, the interpersonal domain and reflected appraisals (or others' reactions to them) become important (Burton & Hoobler, 2006; Schwalbe & Staples, 1991), whereas men are more likely to focus on self-esteem via the achievement domain (Kenny & DePaulo, 1993). Similarly, women tend to be better than men at perceiving others' subtle cues, including emotions (e.g. Nandrino *et al*., 2013). The literature on feedback within organisations also reveals that women rate themselves more in agreement with others' ratings (Brutus, Fleenor, & Tisak, 1999). Women are also more responsive to peers' feedback than men, exhibiting increased sensitivity to social cues (Mayo, Kakarika, Pastor, & Brutus, 2012). Empirical evidence suggests that women tend to nurture, help, and sympathise more, whereas men tend to engage in more agentic behaviours (Collins, Burrus, & Meyer, 2014; Koenig, Eagly, Mitchell, & Ristikari, 2011). The social role theory further explains that differences in social roles lead men and women to demonstrate and value different types of interpersonal behaviours, perhaps because of their past socialisations and their spillover effect on work roles (Collins *et al*., 2014; Elsesser & Lever, 2011).

However, comparisons of leadership and gender roles for both male and female leaders are limited (Wang *et al*., 2013), especially in recent years. This gap in the literature may be partially due to the finding that women and men have become socialised to perceive themselves as equals in leadership roles (e.g. social-emotional competence), whereas women used to underestimate how others perceived their abilities (Taylor & Hood, 2011). Nonetheless, meta-analytic research on gender differences in leadership

(e.g. Eagly & Carli, 2003) demonstrates that women engage more in transformational or charismatic leadership than men, especially in supporting and encouraging subordinates.

Empathy is mentioned as a key competence for leadership effectiveness (Arthur & Bennett, 1995), and female leaders receive higher ratings than male leaders regarding emotional and social competence (Fletcher, Jordan, & Miller, 2000; Taylor & Hood, 2011). Similarly, studies indicate that women prefer participative or team-oriented leadership styles that show concern for the welfare of others (e.g. nurturing, sympathetic, and friendly; Yukl, 2010). Overall, women perceive developing personal relationships as a key aspect of effective leadership (Aldoory & Toth, 2004), while top female leaders are evaluated more favourably by others in overall leader effectiveness (Rosette & Tost, 2010).

However, 'invisible barriers' may cause female leaders to become overly concerned with meeting others' expectations (Quinn, 2004). Substantial evidence indicates women's heightened sensitivity to others' feedback, especially negative feedback (Schleicher, Van Iddekinge, Morgeson, & Campion, 2010). Further, female leaders respond and adapt better to leadership competences, including showing a high degree of interpersonal understanding (e.g. Mayo *et al*., 2012). Moreover, female managers are willing to share power and information, and they create trust and loyalty in their subordinates by doing so (Liu, 2013). Additionally, they seek more collaboration from their subordinates by making the interactions positive for everyone involved, which differs from the traditional command-and-control leadership style (Liu, 2013). These studies thus suggest that female leaders show both sensitivity and a heightened awareness of team issues.

Therefore, we anticipate that perceptual distance regarding female leaders' avoidance may be slight or non-existent. Specifically, female leaders are more aware of conflict within a team than male leaders, however subtle such situations may be. Accordingly, female leaders' avoidance may be more likely. It is also perceived by followers as intentional, whereas male leaders' avoidance and non-action could still be apparent to followers *even* when male leaders are unaware of conflict situations. Such a lack of awareness of conflict situations would cause leader–members' perceptual distance regarding male leaders' conflict avoidance. Therefore, we present our first hypothesis as follows:

H1: The perceptual distance in leaders' conflict avoidance is present among male managers to a larger extent than among female managers.

Perceptual Distance and the Team's Justice Climate

The higher leader–members' perceptual distance, the greater are the negative effects on followers' attitudes, including justice. A leader or manager has a powerful influence on employees' interpretations of their work experiences (Collins *et al*., 2012), and leadership's dominant role involves shaping and setting the tone of the work environment (Brown & Mitchell, 2010). Research suggests that the fairness of the outcomes and treatment received from their leaders is a key concern for followers (De Cremer & Van Knippenberg, 2003). McGregor (1960) also suggests that the justice climate should serve as a measurement of leader effectiveness, as a leader is a critical source of followers' justice perceptions (Rosen, Harris, & Kacmar, 2011).

While leaders may recognise that their avoidance negatively affects followers' attitudes (De Dreu & Gelfand, 2007; Janis, 1972), their chosen avoidance can be interpreted as an effective conflict management strategy (Andrews & Tjosvold, 1983). Effective avoidance involves postponing an issue until a better time (Tjosvold & Sun, 2002) to achieve harmonious relationships within a team (Ohbuchi & Atsumi, 2010). However, a leader's avoidance from a perceptual distance perspective, rather than avoidance as a proactive approach (Tjosvold & Sun, 2002), may not be positively perceived. This is because followers focus on not only their leaders, but also their relationships with their leaders, and they often assign the cause of an event to the relationship itself (Eberly, Holley, Johnson, & Mitchell, 2011). Generally, people recognise others' avoidance behaviours to be more unsatisfactory than their own avoidance (Caughlin & Golish, 2002). Similarly, leaders' failure to act because of their *ignorance* of conflict situations is perceived as an indication that they do not consider the leader–member relationship to be as important as followers do.

While three justice dimensions exist (procedural, interpersonal, informational), procedural justice is highly correlated with interactional and informational justice (Folger & Cropanzano, 1998). Procedural justice primarily involves the perceived fairness of procedures, or the rules of voice (Lind & Tyler, 1988; Thibaut & Walker, 1975), and it thus signals that employees are equally valued as members of the organisation (Posthuma, Maertz, & Dworkin, 2007). With followers' perceptions of their leader's role in implementing organisational rules and policies (Zohar & Luria, 2004), people are likely to believe that procedures are unfair when no contradictory procedural information exists (Lind, 2001; Daly & Tripp, 1996). Procedural justice becomes relevant when employees

are confronted with uncertainty, as high procedural justice can reduce anxiety and may replace the positive effects of interpersonal justice (Akeuchi, Chen, & Siu, 2012).

People require certainty in their relationships and environment (Van den Bos & Lind, 2002) to fulfil their basic needs of inclusion, affection, and control (Schutz, 1958). Given the significance of the relationship with their leader, the uncertainty caused by perceptual distance from a leader's avoidance can threaten followers' assumptions of their ability to predict and control their own lives (Thibaut & Walker, 1975). Predictability and assurance that the leader preserves their best interests provides followers with a sense of justice (Thibaut & Walker, 1975; Tyler & Lind, 1992), whereas leader behaviour that violates a person's need for control is perceived as unfair (Buss, 1961). Moreover, while people tend to externalise the reasons for poor treatment (Mayer *et al.*, 2007), perceptual distance in leader avoidance is considered as unfair and closely related to procedural justice. Moreover, the distance in perceptual incongruence shows a leader's distance in ignorance and insensitivity.

Research generally supports the link between leadership and subordinates' climate perceptions (McGregor, 1960; Zohar & Luria, 2004). Climate is a group-level variable reflecting a collective reality rather than an individual perception (Glisson & James, 2002). As the procedural justice climate is defined as 'distinct group-level cognition about how a work group as a whole is treated' (Naumann & Bennett, 2000, p. 882), we expect that experiencing perceptual distance creates a negative procedural justice climate within a team (Colquitt, Noe, & Jackson, 2002). Our reference to the team's justice climate, rather than an organisational justice climate, stems from our focus on team-based conflicts as well as on team members' concerns about a leader's treatment

of others. A social network justice model also articulates social influence processes, through which shared perceptions of justice emerge in a team (Roberson & Colquitt, 2005). While justice is a subjective experience that requires an understanding of what people perceive as fair (Colquitt, Greenberg, & Zapata-Phelan, 2005), team contexts created by interdependence offer members a sensible process that produces shared perceptions of justice (Roberson, 2006). Likewise, discussing the leader's behaviour affects how team members think of fairness issues and the subsequent emergence of the team's justice climate. Our second hypothesis is this formulated as follows:

H2: The higher the perception distance regarding the leader's conflict avoidance, the lower is the justice climate within a team.

While H1 suggests that gender affects leader–members' perceptual distance in the leader's behaviours, in that perceptual distance exists between a male manager and his team of followers, H2 suggests that perceptual distance is negatively associated with the justice climate at the team level (see Figure 2).

Insert Figure 2 about here

METHOD

Participants and procedure

To test these two hypotheses, data were gathered from managers and their subordinates in three multinational companies based in China. We chose Chinese firms because China is a high-power distance country, where hierarchy strongly influences management behaviour (Hofstede, 1984; House, Hanges, Javidan, Dorfman, & Gupta, 2004). The sample framework included 59 managers and ~~xxx~~ 245 subordinates: 17 female managers and their 69 subordinates and 42 male managers and their 176 subordinates. The average age of managers was 37 years and average tenure was 8.3 years compared with 30.8 years and 5.6 years for subordinates, respectively. Average team size was three members.

We adopted a web-based survey utilising www.surveymonkey.com. Survey links were created for managers and subordinates, and an invitation email with the survey links was sent to the human resource (HR) departments in the three sample companies. Respondents were guaranteed confidentiality in the invitation email. The survey was designed in English, then translated into Chinese by two English/Chinese bilingual professionals. They discussed and revised the translation until they reached an agreement. The translated survey was then reverse translated by another two English/Chinese bilingual professionals. The second author, who is Chinese, checked and revised the survey's final Chinese version. A pre-test was conducted with a subsample of 20 respondents to detect problems in the online survey design. After the pre-test, the online survey was revised and retested by two respondents to ensure no further problems with its online completion.

Measurements

  Conflict Avoidance. Conflict avoidance is defined as leaders' demonstrating low concern for both self and others when handling conflict situations (Rahim, 1983). Hence, the five-item measurement developed by Rahim (1983) was employed to measure conflict avoidance. Each item was rated on a seven-point Likert scale from '1=strongly disagree' to '7=strongly agree'. Sample items included 'I usually avoid open discussion of any differences of opinion I have with team members'. The scales displayed an internal consistency value of 0.62. Managers answered according to their own perceptions, and subordinates answered according to their perception of the manager's conflict avoidance.

  Individual scores were then aggregated to estimate subordinates' perceptions of managers' conflict avoidance by taking the average of each subordinate's response on the scale. The level of within-group agreement before the aggregation was assessed at 0.85. Moreover, the intraclass correlation coefficients, ICC(1) and ICC(2), were computed by using a one-way random effects analysis of variance, with values of 0.18 and 0.48, respectively. Therefore, it was concluded that there was sufficient internal team agreement, consistency among subordinates' responses in a team led by the same manager, and inter-team differentiation to aggregate team members' scores for managers' conflict avoidance.

  Justice. Procedural justice is the degree to which decisions are made according to fair methods and guidelines, such as unbiased information, employee voice, and the appeals process (Greenberg, 1990). The six-item measurement developed by Niehoff and Moorman (1993) was employed to measure procedural justice. Each item was rated on a

seven-point Likert scale from '1=strongly disagree' to '7=strongly agree'. Sample items included 'Job decisions are made by my supervisor in an unbiased manner'. The scale displayed an internal consistency value of 0.83. As before, subordinates' individual scores were then aggregated to estimate team-level procedural justice. The level of internal team agreement before the aggregation was 0.91 (ICC(1)=0.27, ICC(2)=0.61), again indicating sufficient internal team agreement, consistency among team members' responses, and inter-team differentiation to aggregate team members' scores.

Control variables. Older people may not avoid conflict (Bouckenooghe, Vanderheyden, Mestdagh, & Van Laethem, 2007), and those who work in the same company may become less conflict-avoidant over time (Choi & Sy, 2010). Further, women are more sensitive to perceptions of procedural justice than men (Sweeney & McFarlin, 1997). Firm tenure and team size may also influence conflict and justice perceptions (Choi & Sy, 2010; Holloman & Hendrick, 1971). Hence, age (years), gender (coded as 1 for men and 0 for women), firm tenure (months), and team size (persons) were included as control variables in the analysis.

Function and industry were also included as control variables to check their influence. A code was assigned to measure each job function (1: general management, 2: public relations, 3: finance/accounting, 4: HR, 5: information management, 6: legal, 7: manufacturing/operations, 8: marketing, 9: R&D, 10: sales, 11: supply chain, and 12: other). A code was also assigned to measure each industry (1: manufacturing, 2: service, 3: retail, and 4: other).

Analytical Procedure

We tested H1 by using SPSS software to conduct a subgroup analysis of paired *t*-tests between managers' self-perceptions and subordinates' perceptions of their conflict avoidance. Subgroup analysis is frequently adopted to test moderating effects (Boyd, Takacs Hynes, Hitt, Bergh, & Ketchen, 2012). The first paired *t*-test was conducted on the entire sample, the second paired *t*-tests on the female manager group, and the last paired *t*-tests on the male manager group.

To test H2, we adopted polynomial regression and response surface techniques following Edwards and Parry (1993) and Shanock, Baran, Gentry, Pattison, and Heggestad (2010) because they are superior to the difference score indices commonly used in early self-other agreement research (Fleenor *et al*., 2010). This approach enables us to keep the component measures separate, including leaders' and subordinate's ratings, as well as incorporate higher-order terms for examining the leader–subordinate relationships in the three dimensions, and is thus widely adopted in similar research on leadership and organisational behaviour (e.g. Gibson *et al*., 2009).

This technique allowed us to model the joint effects of a manager's perception of conflict avoidance and subordinates' ratings of their conflict avoidance on procedural justice. Managers' perceptions and subordinates' ratings of conflict avoidance were mean-centred to reduce multicollinearity and allow for the meaningful interpretation of the coefficients before they were entered into a hierarchical regression equation, as follows:

$$Y = b_0 + b_1 M + b_2 S + b_3 M^2 + b_4 M \times S + b_5 S^2 + e \qquad (1)$$

where M represents managers' perceptions of conflict avoidance, S represents subordinates' ratings of their conflict avoidance, and Y represents procedural justice. In Step 1 of the analysis, the control variables and two primary effect variables, M and S, were entered into the equation. The squared M term, M×S term, and squared S term were added and estimated in Step 2 of the analysis. If significant incremental variance (ΔR^2) in the procedural justice dependent variable is explained by the second step, this is considered as evidence of an nonlinear effect of conflict-avoidance levels perceived by managers and subordinates on procedural justice (Edwards & Parry, 1993). A significant ΔR^2 was necessary, but not sufficient, evidence to support H2.

The most direct way in which to test H2 is to use polynomial regression coefficients to create a graphic representation by using the response surface method (Edwards & Parry, 1993; Shanock *et al*., 2010) and then test the shape along the line of interest, which is the line M=-S indicating the misalignment between M and S in our study. On the left-hand side along the line, subordinates' ratings exceed managers' ratings; on the right-hand side of the line, managers' ratings exceed subordinates' ratings. Hence, if the surface along the M=-S line demonstrates a significant negative curvature, there is a downward slope on the surface on either side of the M=S line. This could provide evidence that procedural justice is higher when managers' and subordinates' perceptions of conflict avoidance values are similar (Edwards & Parry, 1993; Shanock *et al*., 2010).

RESULTS

Table 1 reports the means, standard deviations, and correlations and Table 2 presents the means of managers' and their subordinates' perceptions of their conflict avoidance according to the paired *t*-tests. Table 2 indicates that the *t*-value of the paired *t*-test for the conflict avoidance variable for the whole sample was -1.83 (not significant, n.s.), suggesting that perceptual distance between managers and subordinates was not revealed by including male and female managers in one group. However, the *t*-value for the male manager group was -2.05 ($p<0.05$), suggesting that male managers perceived conflict avoidance to be lower than that of their subordinates, thereby revealing perceptual distance. The *t*-value for the female manager group was -0.40 (n.s.), suggesting no perceptual distance between female managers and subordinates. These results collectively support H1.

Insert Tables 1 and 2 about here

Consequently, we conducted a polynomial regression analysis of the male manager group (42 managers) to test H2. The results in Table 3 show that significant incremental variance ($\Delta R^2=0.128$, $p<0.05$) was found in procedural justice, as explained by the second step. This finding suggests that a nonlinear effect may be present between conflict avoidance levels perceived by managers and subordinates on procedural justice based on Edwards and Parry (1993).

Insert Tables 3 and 4 about here

We further examined the response surfaces to test the effect of misalignment between managers' and subordinates' ratings of conflict avoidance on procedural justice. The *x*- and *y*-axes in Figure 3 comprise the X and Y planes, or the 'floor' of the three-dimensional figure. They are labelled '*conflict avoidance manager perception*' (M) and '*conflict avoidance subordinate perception*' (S), respectively. Values in the range of ± 2 *SD* from the mean are represented. The dependent variable of procedural justice is indicated on the vertical axis, extending upward from the floor. The line of interest, which allows us to test H2, is that along which subordinates' conflict avoidance ratings and managers' perceptions of conflict avoidance are misaligned. This is the line along which M=-S, which extends from the left-hand corner of the plane to the right-hand corner. The slope a3 is 3.66, which is greater than 0, indicating that the surface is not flat. The curvature coefficient a4 is -8.09, indicating that the surface is curved downward along the line M=-S. Collectively, a3 and a4 in Table 4 thus indicate that a negative curvature exists along the M=-S line.

Figure 4 plots the surface along this line. As indicated in Figures 3 and 4, a negative curvature (a dome-shaped surface) exists along the M=-S line and a downward slope of the surface exists on either side of the M=S line (which extends from the nearest to the farthest corners of the plane). Hence, procedural justice is higher when managers' and subordinates' perceptions of conflict avoidance values are similar, supporting H2 (Edwards & Parry, 1993; Shanock *et al*., 2010).

Insert Figures 3 and 4 about here

DISCUSSION

This study examined the existence and consequence of the perceptual distance resulting from managers' conflict avoidance behaviour. We found that perceptual distance regarding managers' conflict behaviour does exist for male managers and their teams, but not for female managers and their teams. Furthermore, perceptual distance is negatively associated with a team's justice climate. Our findings show that the *perceptual distance* in leaders' avoidance, and not necessarily leaders' avoidance as perceived by followers, is negatively related to the justice climate. These findings highlight the importance of *leaders' awareness of team affairs* beyond self-awareness, as a team's leader is expected to control not only him- or herself but also his or her team. Specifically, a leader should be fully in charge of overall team affairs, including subtle and covert issues that may escape his or her direct attention. Failure in this respect may be perceived as failure to perform his or her duty as the leader, which could cause a feeling of injustice within the team. Similarly, our findings confirm the benefit of female leadership in association with positive employee attitudes such as a positive justice climate.

Theoretical Implications

Our study contributes to leadership research by observing leader–members' perceptual distance in leadership behaviour. The presented findings add to recent leadership research that considers possible perceptual incongruence during the leader–member interaction process (Gardner *et al*., 2005; Peus *et al*., 2012; Taylor *et al.*, 2008; Yang, 2015). Perception is crucial in further defining followers' work attitudes (Peus *et*

al., 2012), and leaders should be aware of how their leadership appears to followers to better understand and connect with them. Our findings explicitly demonstrate the need to understand leader–members' perceptual congruence to achieve effective leadership.

Although failure could be investigated in the context of abusive and passive leadership (Kelloway, Sivanathan, Francis, & Barling, 2005), our study's results suggest that such failure may reside outside leaders' awareness. Indeed, by reflecting the increasing recognition of a lack of validity in self-reported ability assessments (Ames & Kammrath, 2004), it illustrates the possible limitation of one's self-knowledge of leadership and the need for leaders to consider not only their individual selves but also *their relational selves* (Bromgard, Trafimow, & Bromgard, 2006) to be effective. Our study emphasises how leaders' knowledge of their behaviour could diverge from followers' understanding of it. In doing so, it complements prescribed leadership theories that have focused on leaders' conscious choices and actions in the form of transformational or transactional leadership by recognising limited capacity and possible blind spots.

As perceptual distance was found only in our sample's male-led groups, our results suggest that female leaders closely focus on team interactions. This means their behavioural choices, including avoidance, are intentional or strategic. However, male leaders may not be so mindful of their team environment. Although the acceptance of female managers has increased in the past half-century (Vinkenburg, Van Engen, Eagly, & Johannesen-Schmidt, 2011; Wang *et al*., 2013), a higher ratio of male to female managers still exists in most industries and countries. Hence, leader–members' perceptual distance in leaders' behaviour remains common in many organisations. Indeed, despite

some advancement, a lack of research on gender roles and the differences related to leadership and leaders' self-awareness still exists (Sturm *et al*., 2014; Wang *et al*., 2013). Although male and female leaders similarly self-rate their social-emotional competence (Taylor & Hood, 2011), our findings suggest the necessity for male leaders to be increasingly aware of the possible failings in their self-judgment of social competence and the consequent negative justice climate within the team.

Our study also contributes to the conflict literature by observing avoidance from the offended party's perspective. Although avoidance has been explored primarily as an offender's conscious strategy to demonstrate low concern for self and for other parties (Blake & Mouton, 1964), avoidance can also occur in the eyes of offended parties, as the offender may be unaware of the initial incidents causing conflict or offence. By highlighting the offended party's perception and the potential consequence of the perceptual distance between the offender and offended, this study offers a more complete picture of conflict situations from the beginning of conflict to its possible outcomes, a process of which an offender may not be fully aware.

Our findings further illustrate that the perceptual distance between a leader and a team of followers, but not a leader's avoidance as perceived by followers per se, causes a negative justice perception. Our Chinese samples indicate that a leader's avoidance as perceived by his or her followers is positively related to justice perceptions if perceptual distance is not considered. This may parallel a cultural appreciation of avoidance as an appropriate conflict-handling style (Ohbuchi & Atsumi, 2010; Tjosvold & Sun, 2002). The association between leader–members' perceptual distance in leaders' conflict avoidance and a low justice climate within the team therefore suggests that *how* the

leader's avoidance occurs, and not avoidance itself, is important to followers. In other words, if avoidance occurs as a leader's intended conflict strategy, it may not be perceived as too negative and/or could actually be perceived positively depending on various contexts, including cultural considerations. However, when avoidance occurs outside of the leader's awareness (i.e. perceptual distance), followers perceptive to the leader's behaviour signals perceive such a lack of action as negligence on the leader's part. In this line, this study highlights the importance of *how avoidance occurs* (e.g. motivation) to determine positive or negative outcomes.

Practical Implications

Our findings suggest that leaders are aware that perceptual distance exists between them and their followers and that this perceptual distance has consequences. Our study notes that the perceptual distance derived from a leader's avoidance behaviour can negatively influence subordinates' perceptions of justice. Therefore, leaders must identify and reduce such perceptual distance.

One way in which to accomplish this is to enhance leaders' awareness of themselves and others by developing their cognitive empathy and emotional intelligence (Salovey & Mayer, 1990). Goleman (1998) defines emotional intelligence as the ability to effectively manage ourselves and our relationships. The best corporate leaders with high emotional intelligence share the characteristics of self-awareness, self-regulation, motivation, empathy, and social skills (e.g. Goleman, 1998). Emotional intelligence also highlights the importance of empathy in relating to others. A leader must both raise his or her self-awareness and focus on how his or her behaviour is perceived by subordinates. Furthermore, leaders should be aware of others to engage in socially

sensitive issues (Folger, 1993) in order to better manage different expectations within a team (Yang, 2014).

Training in emotional intelligence and cognitive sensitivity could help leaders narrow their perceptual distances from followers. Such training should incorporate an understanding of both self-awareness and others' perceptions of a person and situations. Leaders could also regularly and anonymously survey subordinates regarding their leadership behaviour, even though this may be uncomfortable, to reduce both bias and self-bias (Watson, 1982) and raise leaders' awareness of themselves and others (Taylor, 2010). They must also communicate their vision and objectives to their subordinates openly and consistently to enhance their understanding of their behavioural intentions. Additionally, clearly and consistently designed HR management systems, such as 360 leadership performance evaluations in which managers are evaluated not only by their supervisors but also by their subordinates and peers, could raise leaders' self-awareness and their awareness of others' perceptions of them.

Our study reveals that male managers may adopt an avoidance approach to conflict situations in their subordinates' minds when they may not be aware of this or when their perceived avoidance is lower than that of their subordinates. Managers tend to focus on actively handling conflicts when they are busy, when they do not think the issue warrants attention, or any circumstances in which subordinates may perceive them as avoiding conflict. Active and timely communication and decision making with subordinates is thus necessary; ideally, conflict management should start before conflicts arise. A structured procedure for employees to voice their perspectives and appeal against bad decisions

(Rahim *et al.*, 2000) could also reduce excessive leadership dependence and minimise initial conflict situations.

Furthermore, a leader plays a significant role in establishing team norms (Zander, 1971), as leaders' behaviours can trickle down to employees (Mayer, Kuenzi, Greenbaum, Bardes, & Salvador, 2009). A leader not only directs core task activities, but also influences the work climate in which these activities occur. In this regard, he or she ultimately sets the tone and pattern of team interactions. The sensitivity demonstrated by a leader not only narrows leader–members' perceptual distance but also increases followers' empathy towards each other. This behaviour could further reduce possible conflict and disengagement within a team. Similarly, a leader's active consideration also influences followers' willingness to support others (Tepper & Taylor, 2003). Given that over 90% of critical incidents occur in colleague-to-colleague interactions (e.g. Hopkins, O'Neil, & Stoller, 2015), trickle-down interpersonal care and concern can eventually be brought to a collective or organisational level.

Although a persistent belief exists that women are somewhat incompetent compared with men (Elsesser & Lever, 2011; Kark *et al.*, 2012; Koenig *et al.*, 2011), our findings highlight the benefit of female and/or feminine leadership, which is characterised by a collaborative, supportive, and participative style. Top-level female leaders are also evaluated more favourably by others regarding overall leadership effectiveness (Rosette & Tost, 2010). A higher female-to-male leadership ratio increases shared leadership and problem-solving (Hirschfeld, Jordan, Feild, Giles, & Armenakis, 2005). An organisation could thus adapt its recruitment and talent development processes (e.g. by offering flexible working hours) to attract more women into leadership positions. However, more

importantly, given the substantial benefits linked to characteristics perceived as more 'feminine' such as sensitivity and caring (Vinkenburg *et al.*, 2011), such feminine leadership attributes as interpersonal sensitivity and empathy (Kark *et al.*, 2012) should be promoted. Accordingly, although leadership is still considered to be a male role (see also the 'Think Male' syndrome postulated by Schein, 2007), and such social stereotypes may be hard to overcome, organisations should promote more female leaders to produce a more balanced collective leadership. Soft leadership skills such as self-awareness, empathy, and social skills are steadily increasing (Marques, 2013), and these skills often observed in female leaders will also be greatly valued for future male leaders.

Limitations and Future Research Directions

Our findings suggest the importance of cognitive empathy or perspective-taking (Devoldre, Davis, Verhofstadt, & Buysse, 2010) by highlighting leader–members' perceptual distance. Future research incorporating both emotional intelligence and perspective-taking could enrich our understanding of both the emotive and the cognitive components of leadership. Future research could also extend to other possible antecedents of leader–members' perceptual distance. For example, does a certain characteristic exist to narrow leader–members' perceptual distance other than the gender effects found in this study? We can expect a more neurotic leader to be less likely to consider followers' needs (Mayer *et al.*, 2007) and a conscientious leader to narrow leader–members' perceptual difference.

This study, in examining leaders' behaviours and their consequences, found a direct connection between a leader's behaviours and leadership leading to justice. However, we did not empirically test leadership. Incorporating leadership into the

research framework would help future researchers better understand how leaders' behaviour and gender effects are directly related to leadership and subsequent outcomes. For example, various leadership styles including transformational, authentic (e.g. Avolio & Gardner, 2005), and ethical leadership (Brown & Mitchell, 2010) and emotional intelligence (e.g. Goleman, 1998, 2001) highlight the importance of self-knowledge and the consideration of others. As attending to employees' emotional affairs is becoming part of the manager's fundamental role (Kark *et al*., 2012), emotional and conflict management may become a part of leadership. Future research should thus examine how perceptual distance directly links to different leadership types.

Our approach observes conflict avoidance from the offended parties' perspectives, rather than those of the offender, which allows us to illustrate the delicate nature of perceptual distance between actors. Future studies should explore whether other conflict-handling styles also lead to perceptual distance between a leader and his or her followers. In other words, will perceptual distance be present in a leader's more overt conflict-handling styles, as he or she may have stronger behavioural signals than avoidance? Alternatively, what about a leader's other subtle behaviours such as being supportive during interactions? As leadership behaviour exists on a continuum between action and non-action, it would be interesting to investigate perceptual distance changes between leaders and followers according to different degrees and types of leadership behaviour.

We chose Chinese organisations for this study, which could be both a strength and a weakness. China is a high power distance country, where hierarchy strongly influences management behaviours (Hofstede, 1984; House *et al*., 2004). As perceptual

distance in our study depends on the hierarchy of actors, we believe a distinctive power imbalance based on Chinese culture may amplify the phenomenon of interest. Moreover, given the Chinese cultural acceptance of conflict avoidance, the association between perceptual distance in leader avoidance and negative justice climates in this study highlights the importance of leaders' awareness of team affairs including conflicts (Cocroft & Ting-Toomey, 1994). Nonetheless, studies in different cultural and industrial contexts could help generalise our understanding of this interesting concept of leader–members' perceptual distance in leadership behaviour.

Another limitation is that the study was cross-sectional in nature. Therefore, we call for future research involving a longitudinal study to test causality. Although it may be natural to expect that perceptual distance in leaders' avoidance would lead to justice perception, a repeated survey could reveal a clearer directional effect. Alternatively, the current study's sample size is comparable to that of other team studies (e.g. Aubé & Rousseau, 2011). We performed the same polynomial regression analysis on the entire sample of 59 teams, and the results and surface figure presented the same pattern. Nonetheless, the sample size is only marginal for a team-level estimation, and future studies with a larger sample size would increase the estimation's statistical power. Another limitation could be the smaller number of female leaders than male leaders in our sample. Although our sample reflects the reality of fewer female managers in many organisations, a greater number of female leaders would be desirable to explore the gender effect more meaningfully.

Further, this study adapted the conflict avoidance scale from the Organizational Conflict Inventory-II (ROCI-II) developed by Rahim (1983). While the scale is well

established and tested, its internal consistency in our study is only moderate (0.62), although it is within an acceptable range for organisational behaviour research. This moderate value may be due to the use of non-indigenous scales as well as the cultural and translation challenges of capturing the full meaning of conflict avoidance in the Chinese context. The survey also revised the wording to measure leaders' conflict avoidance at the dyad level. For example, one item used, namely 'My supervisor tries to avoid unpleasant exchanges with our team', is different from the original item of 'I try to avoid unpleasant exchanges with my supervisor' in the ROCI-II inventory. This adaptation may be the cause of the moderate reliability as well. Future research should also pay attention to the cultural and language implications of the scales.

CONCLUSION

Our study applies a perceptual distance framework to reveal that managers' perceptions of their conflict avoidance behaviour can significantly differ from what their subordinates perceive. Such leader–members' perceptual distance is associated with a negative justice climate within the team, which is particularly the case for male managers. As leadership effectiveness is only sensible in connection with followers, our study illustrates the importance of leaders' awareness of their roles and boundaries *based on followers' expectations*. Although we acknowledge that our study may only begin to investigate this interesting issue, examining the existence of other possible perceptual distances due to the different expectations of leaders and followers and defining possible moderators to reduce such distances could enhance leadership effectiveness.

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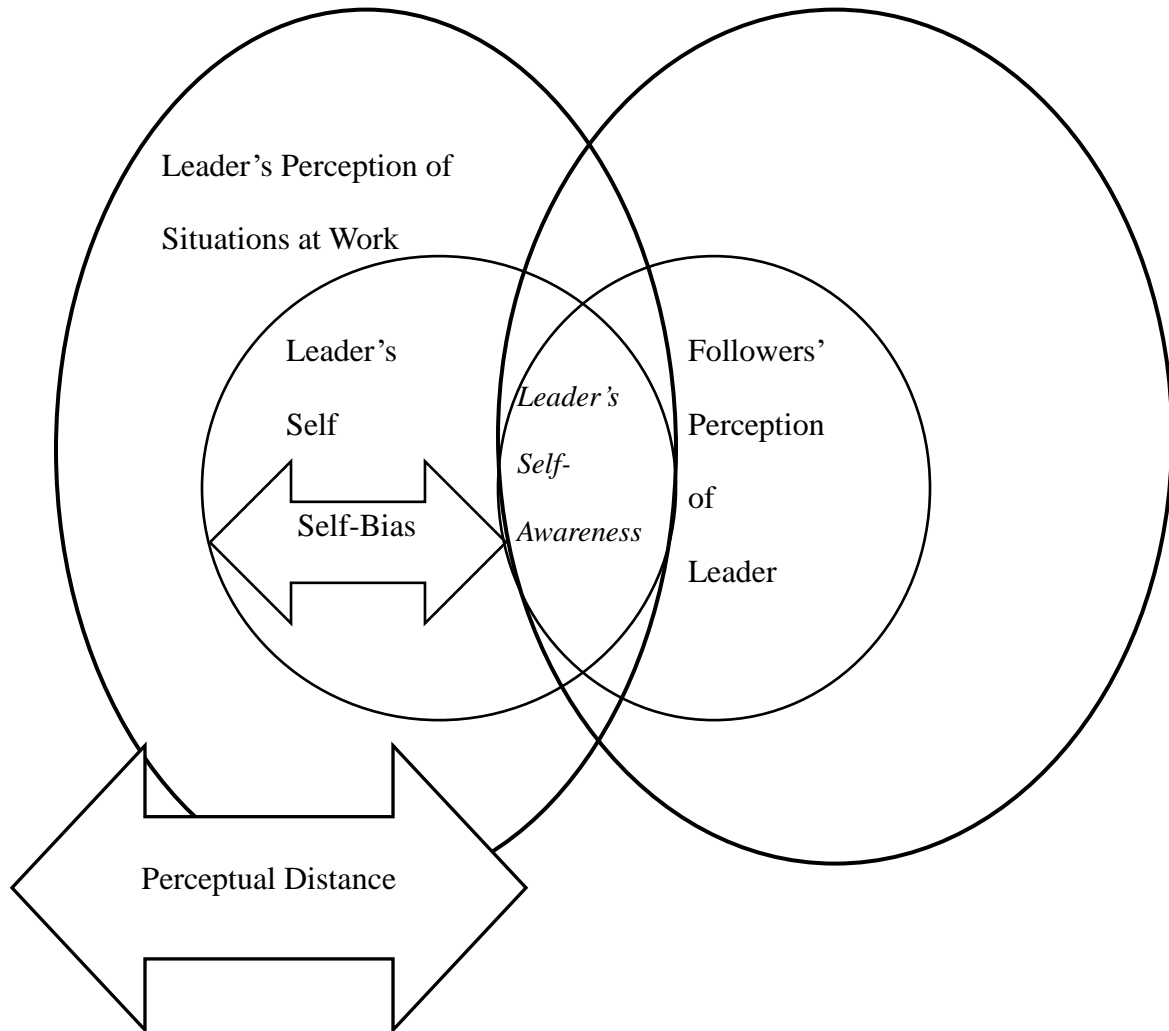
Figure 1. Leader–members' Perceptual Distance

Leader's Perception of

Situations at Work

Leader's

Self

Self-Bias

Leader's

Self-

Awareness

Followers'

Perception

of

Leader

Perceptual Distance

Figure 2. Leader–members' Perceptual Distance and the Justice Climate

Team
Level

Leader–members' Perceptual
Distance
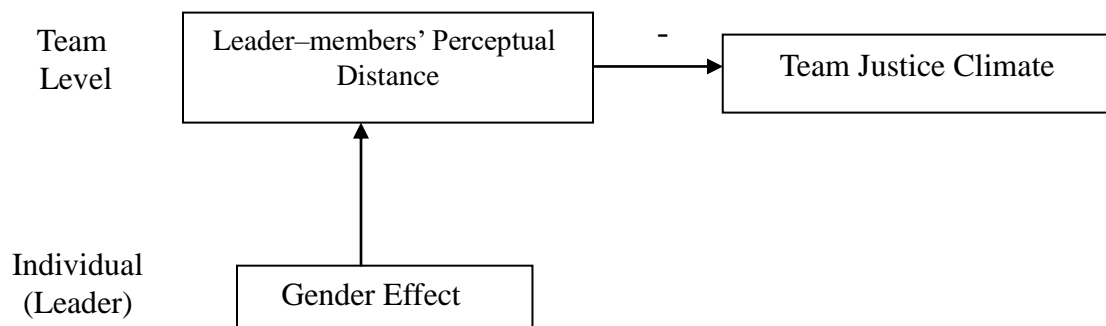
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Team Justice Climate

Individual
(Leader)

Gender Effect

Figure 3. Managers' Perceptions of their Conflict Avoidance, Subordinates' Perceptions of Managers' Conflict Avoidance, and Procedural Justice
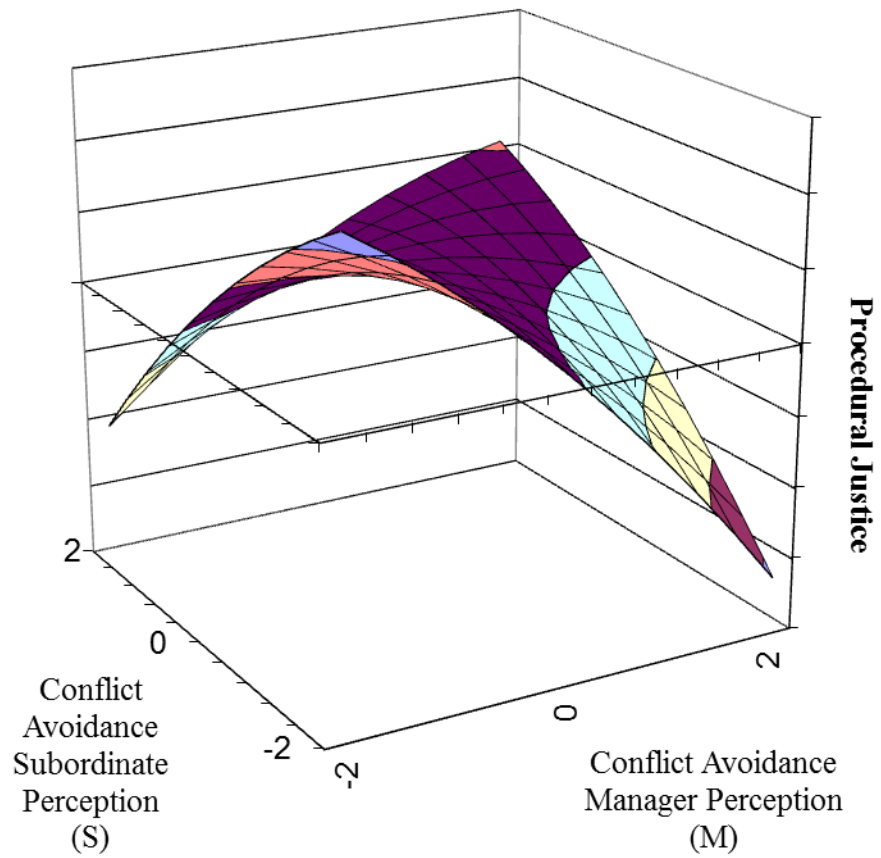
Figure 4. Curvature of the Line of Disagreement between Managers' Perceptions of their Conflict Avoidance and Subordinates' Perceptions of Managers' Conflict Avoidance (M=-S)
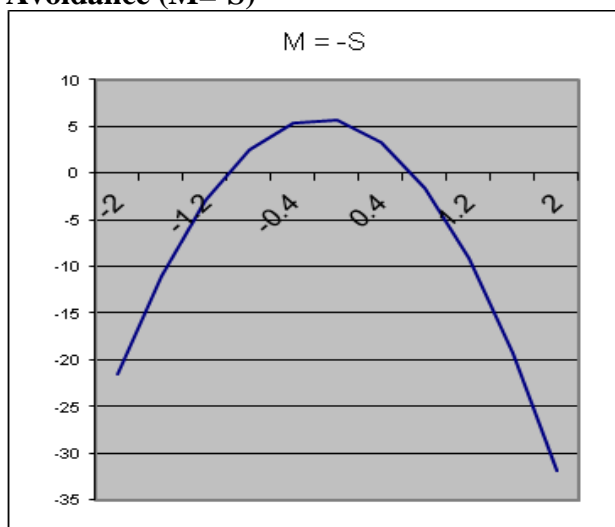

Table 1. Mean, Standard Deviations, and Intercorrelations for All Variables (n=59)

		Mean	SD	1	2	3	4	5	6	7	8	9
1	*Team Size*	3.0	1.5	1								
2	*Firm Tenure*	8.3	8.3	-.031	1							
3	*Gender*	.7	.5	.140	.130	1						
4	*Age*	37.0	9.2	-.062	.734**	.072	1					
5	*Function*	4.0	2.9	.054	-.169	.017	-.061	1				
6	*Industry*	1.7	.6	-.134	.260*	-.045	.041	-.432**	1			
7	Managers' Perceptions of their Conflict Avoidance	22.8	5.0	.126	.210	-.194	.005	-.040	.171	1		
8	Subordinates' Perceptions of Managers' Conflict Avoidance	23.2	2.7	.072	.214	-.118	.176	-.046	-.098	.440**	1	
9	Subordinates' Procedural Justice	29.5	3.6	.418**	-.166	.099	.104	.144	-.310*	-.132	.237	1

Two-tailed tests. * $p<.05$. ** $p<.01$.

Table 2. Paired *t*-Test of the Perception of Managers' Conflict Avoidance by Themselves and their Subordinates

Measures	Manager's Self-Perception *Mean*	Subordinates' Perceptions *Mean*	Paired Difference *t*
Conflict Avoidance for the Entire Sample (n=245 pairs)	22.78	23.43	-1.83
Female Managers' Conflict Avoidance (n=69 pairs)	23.81	24.14	-.40
Male Managers' Conflict Avoidance (n=176 pairs)	22.37	23.15	-2.05*

Two-tailed tests. * p<.05. ** p<.01. *** p<.001

Table 3. Polynomial Regression Analysis (N=42)

	Procedural Justice							
Variable	*Model 1*				*Model 2*			
	Unstandardised Coefficients	Standard Error	*t*	*p*	Unstandardised Coefficients	Standard Error	*t*	*p*
Constant	10.963	6.168	1.777	.084	53.107	20.472	2.594	.014
Team Size	1.141	.317	3.597	.001	.961	.294	3.272	.003
Firm Tenure	-.319	.101	-3.165	.003	-.246	.109	-2.253	.031
Age	.259	.083	3.138	.004	.211	.090	2.333	.026
Function	.107	.163	.658	.515	.165	.151	1.096	.281
Industry	.471	1.057	.445	.659	-.462	1.000	-.462	.647
Managers' Perceptions of their Avoidance	-.286	.138	-2.069	.046	-2.594	.951	-2.728	.010
Subordinates' Perceptions of Managers' Avoidance	.587	.238	2.467	.019	-.788	2.080	-.379	.707
Managers' Perceptions of their Avoidance Square					-.025	.027	-.940	.355
Subordinates' Perceptions of Managers' Avoidance Square					-.041	.067	-.612	.545
Managers' Perceptions of their Avoidance X Subordinates' Perceptions of Managers' Avoidance					.152	.071	2.127	.041
R^2	.495	3.085		.001	.623	2.794		.000
ΔR^2					.128			.027

Table 4. Shape and Curvature of the Response Surface along the Line M=-S for Procedural Justice

Shape and Curvature of the Response Surface along M=-S line (Manager Perception=-Subordinate Perception)	Procedural Justice
Slope a3=b1 - b2	3.66
Curvature a4=b3 - b4 + b5	-8.09