

## DOCTORAL THESIS

### Workplace interactional unfairness and the new media generation: the impacts of social media exposure

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## **ABSTRACT**

Workplace unfairness has been known as one of the influential elements towards workplace behavior. In the last decade, the rise and popularity of social media may have change people's perception of unfairness as well as their affect which may have an effect on their behavioral outcomes. Although research of unfairness on workplace behavior has been examined, little attention has been paid to the effect of social media exposure. Drawing on construal level theory, this research examined the effects of interactional unfairness on employees' behavioral outcomes through negative affect, as well as moderating effect of social media exposure on interactional unfairness and negative affect.

Two studies were conducted in China and the United States respectively to enhance the generalization. In Study 1, a two-wave survey of employees and one-wave survey of supervisors were conducted in China and Hong Kong. Hypotheses were tested in hierarchical linear modelling with 147 matched dyad relationships in the sample. In Study 2, a two-wave survey was conducted in the United States. 262 full time employees from a variety of occupations completed an online questionnaire. The results showed negative correlation on social media exposure and construal level. In addition, age was positively significant to construal level and organizational citizenship behavior, and negatively significant to turnover intention on both studies, and negatively significant to negative affect on Study 2. Additional implications for research and practice will be discussed.

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