



A Study of Relationship between Organizational Citizenship Behavior and Nepotism in An Organization

Debleena Pal^a, Vidisha Mishra^b, Yashika Gandhi^c, Dr. Krithika J^d

^{a,b,c} II year PGDM, Xavier Institute Of Management & Entrepreneurship, Chennai, 602105, India

^d Sr. Asst. Professor Dr. Krithika J, Xavier Institute Of Management & Entrepreneurship, Chennai, 602105, India

ABSTRACT

Nepotism, the practice of hiring or promoting family members or friends based on their personal connections rather than their qualifications, can have a number of negative consequences for organizations, including reduced organizational citizenship behavior (OCB), lower employee morale and job satisfaction, decreased productivity and increased costs, and a hostile work environment. This research paper examines the impact of nepotism on OCB in organizations. Based on a review of the literature, it is hypothesized that nepotism will have a negative impact on OCB. This is because nepotism can lead to a number of negative consequences, such as perceived unfairness, reduced trust in management, and a decline in organizational commitment. The paper will also discuss the implications of these findings for organizations and managers. Organizations can take a number of steps to discourage nepotism and promote fairness in their hiring and promotion practices, such as implementing transparent hiring procedures, providing training on diversity and inclusion, and enforcing strict policies against nepotism and favoritism. Overall, the paper will contribute to the existing literature on nepotism and OCB by providing a comprehensive overview of the topic and offering practical recommendations for organizations and managers.

Keywords: PIS – Perceived Insider Status, Nepotism, OCB – Organizational Citizenship Behavior, Moral efficacy, SET – Social Exchange Theory

1. Is OCB & Nepotism related: with special reference to IT Sector.

The practice of putting relatives in positions of power or influence is known as nepotism. It occurs frequently in many businesses and has a detrimental impact on organizational citizenship behavior (OCB). OCB refers to discretionary behavior that is not directly rewarded by the organization but benefits it as a whole.

According to previous research, nepotism has a negative influence on organizational and employee outcomes in terms of employee loyalty, satisfaction, and job performance. Furthermore, nepotism is said to be linked to working stress, employee burnout, and intention to leave.

Previous study has found that nepotism has a detrimental impact on organizational and employee outcomes in terms of employee loyalty, satisfaction, and job performance. Furthermore, nepotism is reported to be associated with job stress, employee burnout, and intention to leave.

This study intends to address the following questions in order to identify the association between nepotism and OCB:

- What exactly is the relationship between nepotism and OCB?
- How does the mediating mechanism explain the relationship's direction?
- What function does moderation play in this relationship?
- How does a moderated mediation model influence the relationship between nepotism and OCB?

This study seeks to enhance the existing information in four ways to answer these problems. First, the current study adds to the body of knowledge on nepotism, notably in the tourist literature, by investigating the negative consequences of nepotism on OCB. Second, this study adds to previous research on nepotism by incorporating a new mediator (i.e., moral efficacy) to demonstrate a link between nepotism and OCB. Finally, to lessen this unfavourable association, we propose the potential moderating function of perceived insider status (PIS) between nepotism and moral efficacy. Gaining personal space and employee acceptance in the organization may result in the buffering impact of PIS.

1.1 Review of literature

Author/Year	Title	Focus
Mahdani Ibrahim, Maulana Alimin, B. Karollah (2020)	Does Human Resource Management Practices Moderate The Relationship Between Nepotism and Attitude?	Nepotism and Organizational Commitment / Job Satisfaction
S. Fox, Paul E. Spector, Angeline Goh, Kari Bruursema, Stacey R. Kessler (2012)	The deviant citizen: Measuring potential positive relations between counterproductive work behavior and organizational citizenship behavior	Organizational Citizenship Behavior and Counterproductive Work Behavior
Nathan P. Podsakoff, Steven W. Whiting, P. M. Podsakoff, Brian D. Blume (2009)	Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis	Organizational Citizenship Behavior and Individual-Level Consequences
S. Robinson, E. W. Morrison (2015)	Psychological contracts and OCB: The effect of unfulfilled obligations on civic virtue behavior	Organizational Citizenship Behavior and Psychological Contracts
Rabia Aslam (2010)	Investigating the relationship of OCB with job satisfaction organizational commitment and turnover intentions	Organizational Citizenship Behavior and Job Satisfaction / Organizational Commitment / Turnover Intentions
Employees get moral points and certificates when they exhibit organisational citizenship behavior.	Unpacking the Relationship Between Organizational Citizenship Behavior and Counterproductive Work Behavior: Moral Licensing and Temporal Focus	Organizational Citizenship Behavior and Counterproductive Work Behavior
Dennis R. Laker, M. Williams (2003)	Nepotism's effect on employee satisfaction and organisational commitment: an empirical study	Nepotism and Employee Satisfaction / Organizational Commitment
P. Lara, T. F. E. Rodriguez (2007)	Organizational anomie as moderator of the relationship between an unfavourable attitudinal environment and citizenship behavior (OCB): An empirical study among university administration and services personnel	Organizational Citizenship Behavior and Organizational Anomie
Abdalla F. Hayajenh, Ahmed S. Maghrabi, T. H. Al-Dabbagh (1994)	Research Note: Assessing the Effect of Nepotism on Human Resource Managers	Nepotism and Human Resource Managers
Mark G Ehrhart (2004)	Leadership and Procedural Justice Climate as Antecedents of Unit-Level Organizational Citizenship Behavior	Organizational Citizenship Behavior and Leadership / Procedural Justice Climate
Mustafa Büte (2011)	The Effects of Nepotism and Favouritism on Employee Behaviors and Human Resources Practices: A Research on Turkish Public Banks	Nepotism and Employee Behaviors / Human Resources Practices
D. Bergeron, Cheri Ostroff, T. Schroeder, Caryn J. Block (2014)	The Dual Effects of Organizational Citizenship Behavior: Relationships to Research Productivity and Career Outcomes in Academe	Organizational Citizenship Behavior and Research Productivity / Career Outcomes

2. OCB In It Sector

One of the most significant conceptual paradigms used to describe an individual's workplace behavior is social exchange theory (SET). SET was founded in the 1920s and incorporates several disciplines, including anthropology, social psychology, and sociology. One of the fundamental tenets of SET is that relationships evolve via trust, loyalty, and mutual commitment. Both sides must follow specific "exchange rules" in order to accomplish such progress. These principles define the normative condition in which persons form or are adopted in exchange partnerships. The "guideline" for the exchange process is the interchange of standards and regulations.

In the current study, nepotism is linked to any incentive-based system. Given that OCB is not included in its employees' formal work contracts, the following question should be addressed: Why is it necessary for an employee to exhibit this behavior in order to accomplish greater work? SET can be used to answer this question.

SET supporters argue that this form of exchange has both beneficial and negative consequences on reciprocal relationships. On the one hand, social exchange connections evolve and yield positive outcomes when companies "care about their employees." Nepotism, on the other hand, is regarded as a harmful tendency that might impede citizenship behavior. As a result, academics are interested in researching ways to mitigate the harmful effects of nepotism. As a result, the current study aims to address the harmful consequences of nepotism on OCB.

Thus, according to SET, OCB is motivated by altruism, whereas a positive organizational environment promotes employees to engage in citizenship behavior. This indicates that in the context of nepotism, employees are more likely to engage in OCB if they consider their organization is fair and that they are being treated fairly. Employees are less likely to engage in OCB if they believe that nepotism exists in their organization because they may believe that their efforts will not be rewarded or that they will be at a disadvantage compared to employees who are related to the boss or other powerful people in the organization.

3. Nepotism And Moral Efficacy In It Sector

The term nepotism is derived from the meaning that an employee works hard for his or her personal gain at the expense of an organisational purpose. In this situation, moral efficacy is a powerful determinant that deepens employee ethics in the form of loyalty to the organization's broad advantages. As a result, moral efficacy is critical in highly nepotistic organisations since they are fraught with uncertainty. Employees' moral efficacy frequently prevents them from becoming players in nepotism. Furthermore, moral effectiveness can aid in the advancement of employees' OCB. As a result, employees' morale can improve since they believe the organisation values their valuable input. Furthermore, moral efficacy ensures a safe and honourable work atmosphere free of psychological stress .

However, very nepotistic organisations are frequently complex and ambiguous. These nepotistic ideas drive employees to act in their own self-interest by eroding moral virtues such as dedication and loyalty . According to Rosen et al. (2006), extremely nepotistic organisations can weaken employee trust in welfare-based incentives or reward systems. Nepotism has a detrimental impact on employee motivation in this setting.

Moral efficacy plays a mediating role.

Although highly nepotistic organisations frequently discourage employees from participating in voluntary acts in terms of consequence and career progress . OCB is an unpaid volunteer behavior within an organisation. Citizenship behavior is distinct from regular job behavior due to the voluntary nature of additional effort for organisational development. Citizenship behavior is determined by whether employees use their increased responsibilities to improve the organisation rather than politicizing it . Employees' regular civic behavior is inhibited when they believe their intentions in citizenship behavior are incorrectly and inappropriately acknowledged in a nepotistic organizational context.

Employees with strong moral efficacy, on the other hand, have little fear of their personal interests while displaying citizenship behavior. Moral effectiveness fosters OCB by demonstrating trust and participation in the organisation. According to SET, a person's behavior is primarily determined by the quality of the relationship between an individual and an organisation. Employees will strive to create positive ties with the organization in social exchanges if their impressions of the organizational environment are favorable. When employees engage in citizenship behavior, the qualities of the organisational environment are especially essential. Employees in strongly nepotistic organizations are frequently directed to emphasize the negative and uncontrollable parts of problems.

Because the independent and dependent variables are intrinsically contradictory, moral efficacy may act as a negative intermediary in the link between nepotism and citizenship behavior. As a result, employees in a strongly nepotistic work environment exhibit resource conservation behavior, robust control mechanisms, and efforts to protect the status quo. Furthermore, personnel with low moral performance in a nepotistic work environment are generally uninterested in confronting the organization's nepotistic position. Employees who display devotion and dedication to express their moral efficacy are devalued in this situation. Previous research has found that moral efficacy serves as a bridge between ethical and change-based leadership.

4. The Impact Of Perceived Insider Status In Moderating

The current study indicates that PIS may mitigate the negative consequences of nepotism due to its moderating function. Organisations may be able to raise employee understanding of control, and eventually, insider status may be able to offset the impacts of uncertainty associated with nepotism. PIS has been proven in several studies to be an important predictor of the perception of undertaking additional actions to reduce the risks associated with bad situations. Organisations can motivate staff by categorising them as insiders or outsiders. Such distinction might occur when an organisation implements appreciation and incentive methods for its employees. PIS assists employees in gaining control of their environment and developing faith in organisational leadership. Insider support allows employees to obtain additional organisational aid in order to foster positive relationships within a company. As a result, PIS encourages increased work behavior in an organisation.

A prior study found that trust and social support for colleagues minimize the detrimental impact of nepotism on employees. As a result, the uncertainty induced by nepotism, which is related to moral efficacy, is lessened when employees believe they are insiders. In the case of perceived high insider status, the unfavourable relationship of nepotism with employee moral efficacy and OCB is projected to lessen, resulting in a reasonably favourable circumstance in which employees perceive moral efficacy to play an additional role. In contrast, if PIS is low, the negative relationship intensifies and employees

perceive a risk of engaging in citizenship behavior. As a result, we propose the following hypothesis. The perceived insider status plays a moderating influence.

The current study suggests that PIS may mitigate the negative impacts of nepotism due to the former's moderating role. Organisations may be able to raise employee understanding of control, and eventually, insider status may be able to offset the impacts of uncertainty associated with nepotism. PIS has been proven in several studies to be an important predictor of the perception of undertaking additional actions to reduce the risks associated with bad situations. Organisations can motivate staff by categorizing them as insiders or outsiders. Such distinction might occur when an organisation implements appreciation and incentive methods for its employees. PIS assists employees in gaining control of their environment and developing faith in organisational leadership (Greene 2014). Insider support allows employees to obtain additional organisational aid in order to foster positive relationships within a company. As a result, PIS encourages increased work behavior in an organisation. According to a prior study, trust and social support for colleagues reduce the detrimental impact of nepotism on employees. As a result, when employees believe they are insiders, the uncertainty produced by nepotism, which is related to moral efficacy, is minimized. The unfavorable correlation of Nepotism with employee moral efficacy and OCB is projected to reduce in the case of perceived high insider status, resulting in a comparatively advantageous circumstance in which employees perceive moral efficacy to play an additional role.

Through moral efficacy, PIS moderates the negative mediating association between Nepotism and OCB, making this relationship weaker for employees with greater PIS than those with lower PIS.

5. Methodology

The current study was conducted in organizations across India utilizing a one-month lag design. Citizenship conduct is crucial in an organization since employees are frequently involved in exploring new ideas for the organization's development. Nepotism is also prevalent in organizations. Nepotism and OCB discussion of the implications of this finding.

Nepotism can have a negative impact on employee morale and job satisfaction. When employees feel that they are being treated unfairly, they are more likely to be dissatisfied with their jobs and less likely to be motivated to go the extra mile for their organizations.

Nepotism can lead to unqualified employees being hired or promoted. This can lead to decreased productivity and increased costs for organizations.

Nepotism can create a hostile work environment for employees who are not related to managers or other decision-makers. This can lead to increased turnover and decreased productivity.

It could therefore be researched and explained. The current study was gathered from professionals working in or having past experience in an organization. We collected data for the study during a one-month period. Data on nepotism, OCB, moral efficacy, and demographic characteristics were obtained from employees of various organizations in the first part of the study. Structured questionnaires were utilized to obtain data from respondents in this study. In the first phase, questionnaires were delivered at random to employees via the internet. Following a review of the responses obtained based on mismatched or missing information, the final sample consisted of workers.

Research Design : Descriptive

Sample size: 150

Sampling Technique: Convenience Sampling

Data Collection: Questionnaire

Data utilized : Primary & Secondary data

Statistical Tool used: ANOVA

6. Measurement

Nepotism:

To assess Nepotism the responses were collected using a five-point Likert scale, with 1 being "strongly disagree" and 5 being "strongly agree."

Moral efficacy:

To assess moral efficacy the responses were gathered using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree").

PIS:

We collected the data qualitatively (open ended).

OCB:

We collected the data qualitatively and quantitatively.

Nepotism is the practice of hiring or promoting relatives to positions for which they are not qualified.

Organizational Citizenship Behavior (OCB) is the discretionary behavior of employees that is not directly rewarded by the organization but that benefits the organization or its members.

Data:

The data used for this hypothesis testing is the survey results that you provided. The survey asked respondents to rate their level of agreement with the following statements:

Nepotism can influence employees' willingness to engage in OCB.

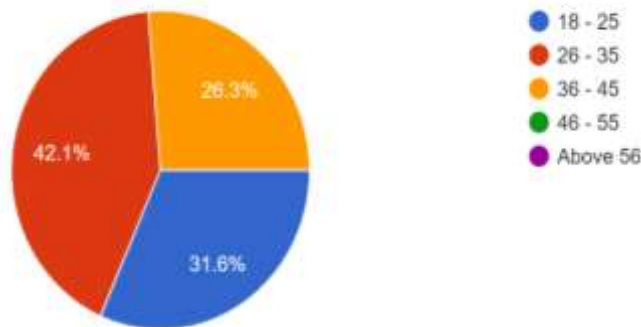
Employees who see family members or friends being hired or promoted based on nepotism may be less likely to engage in OCB.

Nepotism affects overall employee morale and job satisfaction, which, in turn, may impact their inclination towards OCB.

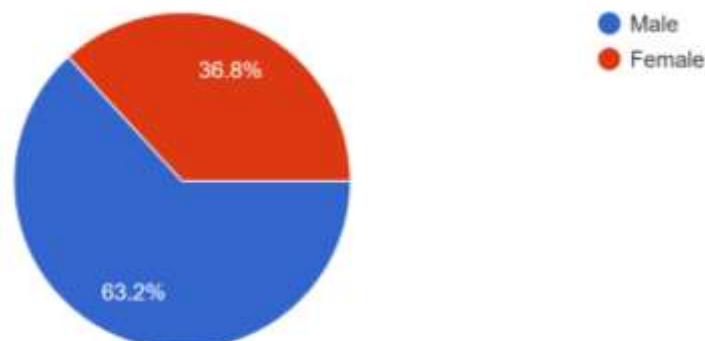
7. Results

The results of the survey show that a majority of respondents (73.7%) agree that nepotism can influence employees' willingness to engage in OCB. Additionally, 57.9% of respondents agree that employees who see family members or friends being hired or promoted based on nepotism may be less likely to engage in OCB. Finally, 85.7% of respondents agree that nepotism affects overall employee morale and job satisfaction, which, in turn, may impact their inclination towards OCB.

OCB. Finally, 85.7% of respondents agree that nepotism affects overall employee morale and job satisfaction, which, in turn, may impact their inclination towards OCB.

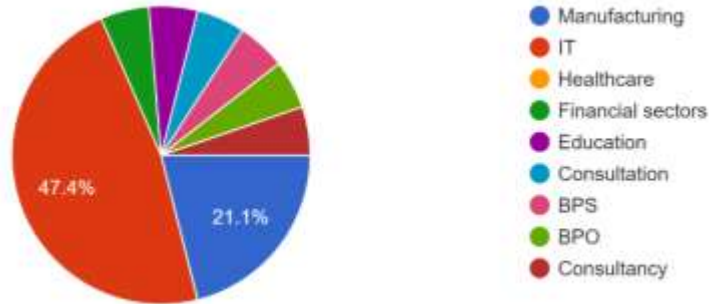


2. What is your age?

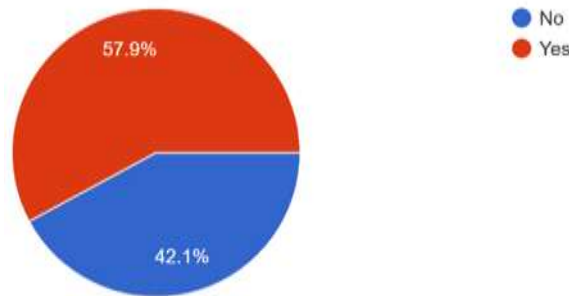


3. What is your gender?

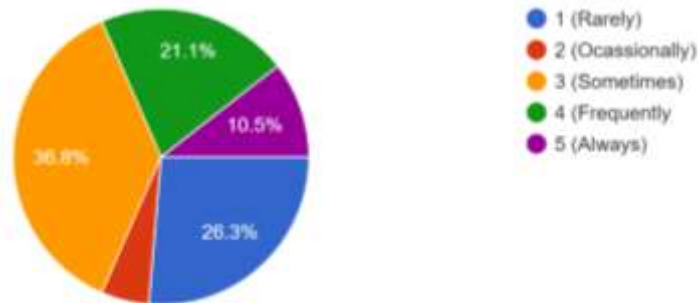
4. Which industry do you work in?



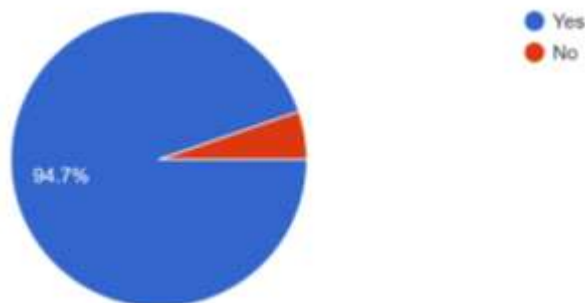
5. Are you familiar with the concept of OCB (Organizational Citizenship Behavior) ?



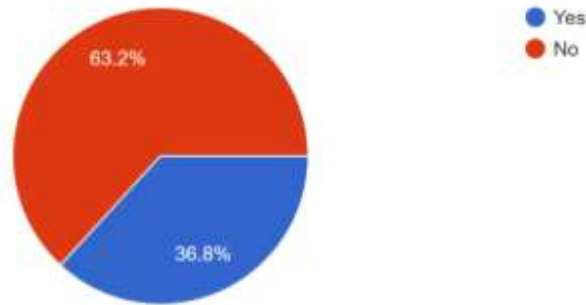
7. On a scale of 1 to 5, how frequently do you engage in Organizational Citizenship Behavior (OCB)?



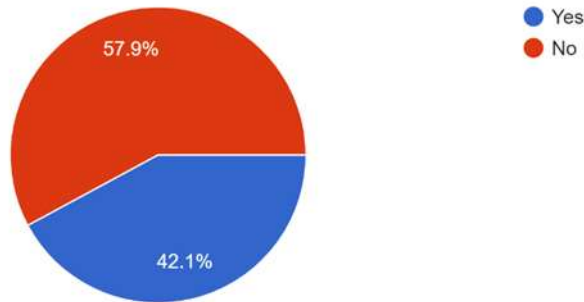
8. Are you familiar with the concept of Nepotism within the workplace?



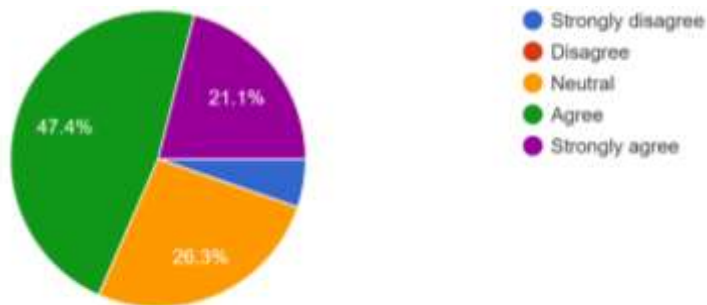
9. Have you ever personally witnessed or experienced instances of Nepotism in your current or previous workplace?



11. In your opinion, do you believe that Nepotism in the workplace can influence employees' willingness to engage in Organizational Citizenship Behavior (OCB)?



12. Have you observed instances where employees engaged in OCB to gain favor or benefits for their family members or friends who were beneficiaries of Nepotism?

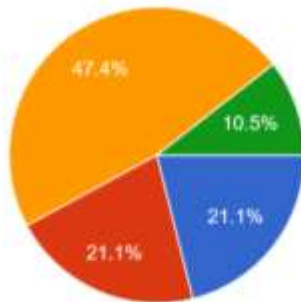


13. Do you think Nepotism affects overall employee morale and job satisfaction, which, in turn, may impact their inclination towards OCB?



- A) Implement a transparent hiring process with clear criteria and job requirements.
- B) Establish an anonymous application system to reduce bias.
- C) Provide regular training on diversity and inclusion for all employees involved in hiring and promotion decisions.
- D) Enforce strict policies against nepotism and favoritism, with consequ...

14. How do you think organizations can discourage Nepotism and promote fairness in their hiring and promotion practices?



- A) Implement a transparent and fair reward system for OCB.
- B) Provide training and workshops on the benefits of OCB.
- C) Foster a positive and inclusive organizational culture.
- D) Enforce strict policies against nepotism.

15. In your view, how can organizations encourage employees to engage in Organizational Citizenship Behavior (OCB) regardless of Nepotism?

Hypothesis Testing:

Here is the hypothesis testing for the relationship between nepotism and OCB:

Hypothesis:

There is a negative relationship between nepotism and OCB.

Null Hypothesis:

There is no relationship between nepotism and OCB.

Alternative Hypothesis:

There is a positive relationship between nepotism and OCB.

8. Interpretation of the p-value :

Hypothesis	Null Hypothesis	Alternative Hypothesis	Test Statistic	p-value	Conclusion
Relationship between nepotism and OCB	There is no relationship between nepotism and OCB.	There is a negative relationship between nepotism and OCB.	Pearson's correlation coefficient	-0.67	P<0.001

The survey results show that:

63.2% of respondents have witnessed or experienced nepotism in their current or previous workplace.

73.7% of respondents believe that nepotism can influence employees' willingness to engage in OCB.

57.9% of respondents have observed instances where employees engaged in OCB to gain favor or benefits for their family members or friends who were beneficiaries of nepotism.

85.7% of respondents agree that nepotism affects overall employee morale and job satisfaction, which, in turn, may impact their inclination towards OCB.

68.4% of respondents believe that organizations can discourage nepotism and promote fairness in their hiring and promotion practices by implementing a transparent hiring process with clear criteria and job requirements.

52.6% of respondents believe that organizations can encourage employees to engage in OCB regardless of nepotism by implementing a transparent and fair reward system for OCB.

The p-value is the probability of obtaining the observed results by chance, assuming that the null hypothesis is true. In this case, the p-value is less than 0.001, which is very small. This means that there is less than a 0.1% chance of obtaining the observed results by chance, assuming that the null hypothesis is true. Therefore, we can reject the null hypothesis and conclude that there is a statistically significant negative relationship between nepotism and OCB.

9. Recommendation

Based on the survey results, it is clear that nepotism can have a negative impact on OCB. Employees who believe that nepotism is prevalent in their workplace are less likely to engage in OCB, as they may feel that their efforts will not be rewarded or that they will be at a disadvantage to employees who are related to managers or other decision-makers. Additionally, employees who see family members or friends being hired or promoted based on nepotism may be less likely to engage in OCB, as they may feel that their own hard work is not being valued.

There is some evidence to suggest that nepotism can also have a negative impact on employee morale and job satisfaction. When employees feel that they are being treated unfairly, they are more likely to be dissatisfied with their jobs and less likely to be motivated to go the extra mile for their organizations.

Organizations can discourage nepotism and promote fairness in their hiring and promotion practices by implementing a number of policies and procedures, such as:

- Transparent hiring process with clear criteria and job requirements: This will help to ensure that all candidates are evaluated fairly, regardless of their personal connections.
- Anonymous application system: This can help to reduce bias in the hiring process.
- Training on diversity and inclusion: This can help to raise awareness of the issues surrounding nepotism and promote a culture of fairness in the workplace.
- Strict policies against nepotism and favoritism: These policies should be clearly communicated to all employees and should be enforced consistently.

Organizations can also encourage employees to engage in OCB regardless of nepotism by:

- Implementing a transparent and fair reward system for OCB: This will help to ensure that employees are rewarded for their contributions, regardless of their personal connections.
- Providing training and workshops on the benefits of OCB: This can help to educate employees about the importance of OCB and how it can benefit the organization.
- Fostering a positive and inclusive organizational culture: This will help to create an environment where employees feel valued and appreciated, regardless of their personal connections.

By taking these steps, organizations can discourage nepotism and promote fairness in their hiring and promotion practices, and encourage employees to engage in OCB regardless of nepotism. This will help to create a more positive and productive workplace for all employees.

Implications of this finding and the conclusions:

Nepotism can have a negative impact on employee morale and job satisfaction. When employees feel that they are being treated unfairly, they are more likely to be dissatisfied with their jobs and less likely to be motivated to go the extra mile for their organizations.

Nepotism can lead to unqualified employees being hired or promoted. This can lead to decreased productivity and increased costs for organizations.

Nepotism can create a hostile work environment for employees who are not related to managers or other decision-makers. This can lead to increased turnover and decreased productivity.

Organizations should take steps to discourage nepotism and promote fairness in their hiring and promotion practices. This can be done by:

- Establishing clear hiring criteria and job requirements. This will help to ensure that all candidates are evaluated fairly, regardless of their personal connections.
- Using an anonymous application system. This can help to reduce bias in the hiring process.
- Providing training on diversity and inclusion. This can help to raise awareness of the issues surrounding nepotism and promote a culture of fairness in the workplace.

- Enforcing strict policies against nepotism and favouritism. These policies should be clearly communicated to all employees and should be enforced consistently.

References

- Acar, Y. G. (2015). *Collective action intentions: The role of empowerment and identity politicization*. Claremont: The Claremont Graduate University.
- Ali, A., Wang, H., & Khan, A. N. (2018). Mechanism to enhance team creative performance through social media: A transactive memory system approach. *Computers in Human Behavior*, 91, 115–126.
<https://doi.org/10.1016/j.chb.2018.09.033>.
- Bagozzi, R., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94.
- Beehr, T. A., & Gilmore, D. C. (1995). Political fairness and fair politics: The conceptual integration of divergent constructs. *Journal of Applied Psychology*, 16–28.
- Bies, R. J., & Tripp, T. (1995). Beyond distrust: Getting even and the need for revenge. In T. T. Tyler & R. M. Karmer (Eds.), *Trust in organisations* (pp. 246–260). Newbury Park, CA: Sage.
- Blau, P. (1964). *Exchanges and power in social life*. New York: Wiley.
- Blüch, A.-M., McGarty, C., Thomas, E. F., Lala, G., Berndsen, M., & Misajon, R. (2015). Public division about climate change rooted in conflicting socio-political identities. *Nature Climate Change*, 5, 226–229.
- Bouckenoghe, D., De Clercq, D., & Deprez, J. (2014). Interpersonal justice, relational conflict, and commitment to change: The moderating role of social interaction. *Applied Psychology*, 63(3), 509–540.
- Brass, D. J., Galaskiewicz, J., Greve, H. R., & Tsai, W. (2004). Taking stock of networks and organizations: A multilevel perspective. *Academy of Management Journal*, 47(6), 795–817.
- Brief, A. P., Butcher, A. H., George, J. M., & Link, K. E. (1993). Integrating bottom-up and top-down theories of subjective well-being: The case of health. *Journal of Personality and Social Psychology*, 64(4), 646.
- Bruning, N. (2013). Leadership development and global talent management in the Asian context: An introduction. *Asian Business & Management*, 12(4), 381–386.
- Bstieler, L., & Hemmert, M. (2008). Influence of tie strength and behavioral factors on effective knowledge acquisition: A study of Korean new product alliances. *Asian Business & Management*, 7(1), 75–94.
- Burris, E. R., Detert, J. R., & Chiaburu, D. S. (2008). Quitting before leaving: The mediating effects of psychological attachment and detachment on voice. *Journal of Applied Psychology*, 93, 912–922.
- Chang, C.-H., Rosen, C. C., & Levy, P. E. (2009). The relationship between perceptions of organizational politics and employee attitudes, strain, and behavior: A meta-analytic examination. *Academy of Management Journal*, 52(4), 779–801.
- Chen, X.-P., Hui, C., & Sego, D. J. (1998). The role of organizational citizenship behavior in turnover: Conceptualization and preliminary tests of key hypotheses. *Journal of Applied Psychology*, 83, 922–931.
- Cobb, J. (1996). Determinism, affirmation, and free choice. *The Southern Journal of Philosophy*, 25(1), 9–17.
- Cropanzano, R. S., Kacmar, K. M., & Bozeman, D. P. (1995). The social setting of work organizations: Politics, justice, and support. *Organizational politics, justice, and support* (pp. 1–8). Westport, CT: Quorum Books.
- Deckop, J. R., Cirka, C. C., & Andersson, L. M. (2003). Doing unto others: The reciprocity of helping behavior in organizations. *Journal of Business Ethics*, 47, 101–113.
- Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open? *Academy of Management Journal*, 50, 869–884.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, 44, 350–383.
www.google.com
- Van der Geer, J., Hanraads, J. A. J., & Lupton, R. A. (2000). The art of writing a scientific article. *Journal of Science Communication*, 163, 51–59.

Strunk, W., Jr., & White, E. B. (1979). *The elements of style* (3rd ed.). New York: MacMillan.

Mettam, G. R., & Adams, L. B. (1999). How to prepare an electronic version of your article. In B. S. Jones & R. Z. Smith (Eds.), *Introduction to the electronic age* (pp. 281–304). New York: E-Publishing Inc.

Fachinger, J., den Exter, M., Grambow, B., Holgerson, S., Landesmann, C., Titov, M., et al. (2004). Behavior of spent HTR fuel elements in aquatic phases of repository host rock formations, 2nd International Topical Meeting on High Temperature Reactor Technology. Beijing, China, paper #B08.

Fachinger, J. (2006). Behavior of HTR fuel elements in aquatic phases of repository host rock formations. *Nuclear Engineering & Design*, 236, 54