OUT OF THE BOX? HOW MANAGING A SUBORDINATE'S MULTIPLE IDENTITIES AFFECTS THE QUALITY OF A MANAGER-SUBORDINATE RELATIONSHIP

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Positive manager-subordinate relationships are invaluable to organizations because they enable positive employee attitudes, citizenship behaviors, task performance, and more effective organizations. Yet extant theory provides a limited perspective on the factors that create these types of relationships. We highlight the important role subordinates also play in affecting the resource pool and propose that a subordinate's multiple identities can provide him or her with access to knowledge and social capital resources that can be utilized for work-based tasks and activities. A manager and a subordinate may prefer similar or different strategies for managing the subordinate's multiple identities, however, which can affect resource utilization and the quality of the manager-subordinate relationship. Our variance model summarizes our predictions about the effect of managers' and subordinates' strategy choices on the quality of manager-subordinate relationships. In doing so we integrate three divergent relational theories (leader-member exchange theory, relational-cultural theory, and a positive organizational scholarship perspective on positive relationships at work) and offer new insights on the quality of manager-subordinate relationships.

For decades, scholars and practitioners alike have strived to find ways to cultivate positive manager-subordinate relationships (e.g., Dienesch & Liden, 1986; Dutton & Ragins, 2007; Fletcher, 2007; Graen & Schiemann, 1978; Graen & Uhl-Bien, 1995; Sparrowe & Liden, 2005). Positive manager-subordinate relationships engender feelings of mutual obligation, reciprocity, and affective attachment between managers and subordinates (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). A subordinate is more likely to intentionally create, introduce, and apply his or her new ideas to benefit the organization when the relationship with his or her manager is positive (Agarwal, Datta, Blake-Beard, & Bhargava, 2012; West & Farr, 1989). Subordinates who exchange support, effort, and other work-relevant resources with their managers are less likely to exit and are more satisfied with their work organizations (Graen, Liden, & Hoel, 1982). Given the importance of positive manager-subordinate relationships to both individuals and organizations, scholars have paid significant attention to understanding their antecedents (for a meta-analysis see Dulebohn et al., 2012).

Notably, leader-member exchange (LMX) theory has emerged as a dominant theoretical lens for understanding positive manager-subordinate relationships. LMX theory describes and explains the different types of exchange relationships that managers form with their subordinates based on the types of resources exchanged (Dansereau,

Graen, & Haga, 1975). Resources refer to those tangible (e.g., pay) and intangible (e.g., knowledge) forms of support that help employees attain centrally valued ends (Henderson, Liden, Glibkowski, & Chaudhry, 2009). According to LMX, low-quality manager-subordinate relationships are those based on the economic exchange of resources directly derived from the employment contract, such as pay for performance, whereas high-quality manager-subordinate relationships involve the social exchange of resources that go beyond the formal employment contract, such as a manager's mentoring (Scandura & Schriesheim, 1994) and sponsorship (Sparrowe & Liden, 2005) in return for a subordinate's organizational citizenship behaviors (Settoon, Bennett, & Liden, 1996). To date, LMX research grants managers a prominent role in the resource exchange process and determination of LMX quality since their position and power provide them with legitimate access to and control of work-related resources (Dulebohn et al., 2012). As a result, in LMX theory subordinates are often delegated to taking a reactionary and supportive role in the resource exchange process.

A positive organizational scholarship (POS) perspective on positive relationships at work (Dutton & Heaphy, 2003; Ragins & Dutton, 2007) and relational-cultural theory (RCT) (Jordan, Kaplan, Miller, Stiver, & Surrey, 1991; Miller & Stiver, 1997) provide a complementary lens on resource utilization in positive workplace relationships by emphasizing that both managers and subordinates contribute valued resources. Further, RCT and POS perspectives suggest that positive relationships are marked not only by the mutual contribution of valuable resources but also by their ability to generate new ones. According to RCT, positive relationships are "growth promoting" in that each person's contribution to an exchange enables both individuals to have "a fuller recognition of their thoughts and feelings, one that may not have been possible a moment before" (Miller & Stiver, 1997: 27). A POS perspective on relationships at work defines positive workplace relationships as "an enhanced form of resource exchange. . . . [They] efficiently deploy available resources by more efficiently timing and targeting the resources partners exchange. . . . They entail the production of new resources of a particularly scarce and valued nature via interactions that give exchanges special significance" (Rousseau & Ling, 2007: 373).

This article enriches our understanding of the quality of manager-subordinate relationships by integrating and extending LMX theory, RCT, and a POS perspective on relationships at work. We integrate and extend these theories in two ways: (1) by focusing on alignment between managers and subordinates' strategies for managing the resources that subordinates potentially contribute at work and (2) by featuring the distinctive resources that subordinates bring to work based on their multiple identities.

Specifically, our purpose here is to answer the question, "How does managing a subordinate's multiple identities affect the quality of a manager-subordinate relationship?" We define multiple identities as two or more meanings that individuals attach to themselves as a function of their multiple social group memberships (i.e., social identities; Oakes, 1987; Ramarajan, 2014; Tajfel & Turner, 1979; Turner, 1982) and roles (i.e., role identities; Ashforth, 2001; Burke, 1980; Ramarajan, 2014; Stets & Burke, 2000; Stryker, 1980; Stryker & Burke, 2000). While the identity of the manager and subordinate's role relationship—that is, the relational identity (Sluss & Ashforth, 2007)—is one of many identities that also can be part of a subordinate's work identity, we focus on the subordinate's multiple identities at the individual level.

To address this question, our theorizing highlights the important role subordinates play in affecting the resource pool at work (i.e., net resources available; Hobfoll, 2001), which complements the dominant LMX emphasis on the manager's behavior in this regard. First, in accordance with research on diversity and identities in organizations, we propose that a subordinate's multiple identities (i.e., a subordinate characteristic) can provide the subordinate with access to valuable resources (i.e., social capital and knowledge) that can be utilized for work-based tasks and activities (Ely & Thomas, 2001; Hoff, 1999; Roberts, Wooten, & Davidson, 2015). We feature the resource dynamics associated with multiple rather than singular identities at work; this expanded focus allows for a greater understanding of the consequences of including and/or excluding various aspects of one's "whole self" at work (Ferdman & Roberts, 2013; Fitzsimmons, 2013; Ramarajan & Reid, 2013). By accounting for the subordinate's multiple identities, resources, and behaviors in our theorizing, our approach responds to the call

to include more follower-centered perspectives of manager-subordinate relationships (Liden, Sparrowe, & Wayne, 1997; Lord & Brown, 2004; Sparrowe & Liden, 1997; Vondey, 2008; Wilson, Sin, & Conlon, 2010), including the role that follower self-identities play in organizations (Lord & Brown, 2004; Shamir, House, & Arthur, 1993; Vondey, 2008).

Second, to date, LMX theory, as the dominant perspective on manager-subordinate relationships, offers a relatively narrow conceptualization of the nature of the resource exchange in manager-subordinate relationships. Existing LMX research typically accounts for transactional resource exchanges between managers and subordinates. In this article we build a theory of four distinctive forms of resource utilization: resource suppression, resource exploitation, resource exchange, and resource generation. We use organizational diversity, LMX, POS, and RCT theoretical lenses to describe the antecedents and implications of resource utilization for the quality of manager-subordinate relationships. Namely, we draw on the broader diversity literature and the LMX literature to explain conditions under which subordinate-based identity-related resources are suppressed or exploited, on LMX theory to explain conditions under which economic and socioemotional resources are exchanged, and on POS and RCT to explain conditions under which new resources are generated through multiple identity management in manager-subordinate relationships.

Third, we explain how these underexamined resource utilization dynamics influence the quality of manager-subordinate relationships. We propose that, when considered separately, LMX theory, RCT, and a POS perspective on positive relationships at work provide a limited account of the types of relationships that can arise from resource utilization in manager-subordinate relationships. Therefore, in this article we integrate and extend these divergent relational theories to theorize around three types of manager-subordinate relationships, which vary in terms of quality: low-quality relationships, social exchange relationships, and generative relationships. The first two types of relationships are discussed within extant LMX research. The third type, generative relationships, are marked by their ability to foster mutual growth and produce additional resources, as supported by POS and RCT. Thus, considering all

three perspectives on positive relationships at work together reveals new insights on the quality of manager-subordinate relationships. Further, our examination of a fuller range of resource utilization dynamics charts a new research terrain in the study of the distinct, interpersonal mechanisms that produce beneficial versus detrimental manager-subordinate relationships.

We organize the article as follows. First, we review research on relationships and resources at work. Second, we explain how a subordinate's multiple identities are managed in the workplace. Third, we develop a typology that organizes four different forms of resource utilization according to whether the manager and subordinates' strategies for managing the subordinates' multiple identities are aligned or misaligned. Finally, we offer propositions and a variance model of (a) how strategy alignment and misalignment can affect resource utilization in the manager-subordinate relationship and (b) how resource dynamics affect the quality of the manager-subordinate relationship. Taken together, the typology of resource utilization and the variance model of manager-subordinate relationships offer new insights on multiple identity management, resource utilization, and the quality of manager-subordinate relationships in work organizations.

RELATIONSHIPS AND RESOURCES AT WORK

Three relational theories have gained currency in the organizational studies literature for explaining resource dynamics within workplace relationships: LMX theory (Graen & Schiemann, 1978; Liden & Graen, 1980; Liden et al., 1997), a POS perspective on positive relationships at work (Dutton & Heaphy, 2003; Ragins & Dutton, 2007; Rousseau & Ling, 2007), and RCT (Fletcher, 1999, 2007; Jordan et al., 1991; Miller & Stiver, 1997). We review each of these in brief since each perspective underlies the assumptions we make in our theorizing about resource utilization in manager-subordinate relationships.

LMX Theory

LMX theory addresses resource exchange dynamics within manager-subordinate relationships explicitly (Graen & Schiemann, 1978; Liden & Graen, 1980; Sparrowe & Liden, 1997). Building on social exchange theory (e.g., Blau, 1964;

Emerson, 1976), LMX theorists categorize two types of resources: economic and socioemotional. Economic resources are those that address financial needs, while socioemotional resources are those that address social and esteem needs (Cropanzano & Mitchell, 2005). Drawing on Emerson's (1962) power-dependence theory, LMX theorists propose that managers control resources that subordinates value and cannot easily obtain elsewhere (Farmer & Aguinis, 2005). Specifically, the assumption is that managers, as higher-status organizational members, control resource flows in organizations and provide their subordinates with resources based on the managers' assessment of subordinates' competence (Graen & Scandura, 1987) and expectations of subordinates' success (Dulebohn et al., 2012).

Managers influence the flow of both economic and socioemotional resources in manager-subordinate relationships through such things as contingent reward behavior—that is, providing feedback, rewards, and recognition for accomplishments—and transformational leadership—for example, inspiring and motivating subordinates (Dulebohn et al., 2012). In "high LMX" relationships, managers exchange socioemotional resources, such as advice, social support, career opportunities, and trust, with certain subordinates who, in turn, reciprocate with high levels of contribution that enhance the managers' effectiveness (Sparrowe & Liden, 2005). In contrast, in "low LMX" relationships, managers exchange only formally agreed on economic and contractual assets with subordinates, such as pay for performance (Blau, 1964). Sparrowe and Liden explain: "Leaders, by virtue of their 'linking pin' positions, enjoy the power to decide how to distribute meaningful resources and key opportunities among their subordinates" (1997: 526). By controlling the flow of resources, managers largely determine the quality of LMX relationships (Dulebohn et al., 2012). Yet scholars have argued that subordinates do influence relationship quality as well since LMX is also dependent on such factors as subordinates' achievement and dependability (Dulebohn et al., 2012).

POS Perspective on Positive Relationships at Work

Scholars taking a POS perspective on positive relationships at work also address resources in the context of manager-subordinate relationships and suggest that workplace relationships (including but not limited to manager-subordinate relationships) can be a source of resource gain and loss at work (e.g., Dutton & Ragins, 2007; Rousseau & Ling, 2007). These scholars frequently draw on conservation of resources (COR) theory to define a resource as any object, personal characteristic, condition, or energy that is valued by an individual or used to attain objects, personal characteristics, conditions, or energies (Hobfoll, 1989; Hobfoll, 2002). In the context of manager-subordinate relationships, managers can provide subordinates with resources such as emotional and instrumental support to mitigate work- and non-work-related conflict and demands (Kossek, Pichler, Bodner, & Hammer, 2011). At the same time, managers can create social stressors and strains that deplete resources in their relationships with subordinates, including not valuing subordinates' contributions (Ng & Feldman, 2012) and creating conditions that contribute to subordinate burnout (Wilk & Moynihan, 2005).

POS researchers have also proposed conditions under which experiences of positivity in workplace relationships can increase a relationship's capacity to generate resources in the present and the future (Baker & Dutton, 2007; Dutton & Heaphy, 2003). Drawing on the broaden-and-build theory's notion of "upward spirals" (Fredrickson, 2003), and on insights from RCT on growth-in-connection (Jordan et al., 1991; Miller & Stiver, 1997), scholars have proposed that high-quality connections (HQCs—short-term interactions marked by vitality, mutuality, and positive regard; Dutton & Heaphy, 2003) and generalized reciprocity (Baker & Dutton, 2007) are factors that contribute to "upward spirals" of human functioning in workplace relationships.

RCT

RCT is a feminist perspective on human growth and development (Jordan et al., 1991; Miller, 1976; Miller & Stiver, 1997). This theory offers a counterperspective to psychological theories of development that separate self-experience and development from the relationships in which the self is embedded (e.g., Erikson, 1993; Mahler, 1972). The hallmarks of RCT are self-in-relation, growth-in-connection, and mutuality. Viewing the self-in-relation gives primacy to the relational context in developmental processes rather than to one's autonomy or

independence (Miller, 1976). Growth-in-connection is achieved through mutual empathy (i.e., feeling and thinking something similar to what another person thinks and feels) and mutual empowerment (i.e., each person in the relationship is empowered), which are evident in five outcomes: zest, empowered action, increased sense of worth, new knowledge, and desire for more connection (Miller & Stiver, 1997). Zest reflects a feeling of increased vitality and energy from the sense of connection. Empowered action refers to motivation to act in the moment of the immediate exchange. Increased sense of worth arises from another person's recognition and acknowledgment of one's own experience. New knowledge is cocreated in an interaction when both members fully contribute their thoughts and experiences while being influenced by the thoughts and experiences of another person. Finally, a desire for more connection arises from increased zest, empowerment, knowledge, and worth in connection.

Although it has not yet been used to directly address resource production, the RCT literature does suggest the generative capabilities of positive relationships. Some scholars propose that a manager-subordinate relationship is positive when it produces growth-in-connection/mutual empowerment (Fletcher, 2007), including new knowledge resources (Fletcher, 1999). Fletcher (1999: 63) proposed that "mutually empowering activities enabled others to produce, achieve, and accomplish work-related goals and activities," including increased knowledge. Dutton and Heaphy (2003: 273) proposed that high-quality connections at work "enliven by providing growth-fostering connections," although the authors were not focused on explaining the resource-producing characteristics of manager-subordinate relationships in particular.

MULTIPLE IDENTITIES AS AN ENERGY RESOURCE AT WORK

An important element of our theorizing is that there may be valuable resources associated with a subordinate's multiple identities that can be utilized (or not) in manager-subordinate relationships. LMX and RCT are relevant in informing our typology and variance model in the next section. Yet COR theory adds an important aspect to the discussion of how identities can be used as resources—namely, in terms of how individuals access additional resources at work. Here we review organizational research suggesting that an individual's identity-based knowledge and social capital can be used more instrumentally at work to gain access to or to produce other resources.

Drawing on COR theory, organizational scholars have proposed that an individual's multiple identities can be used as an "energy resource" to attain resources at work that promote individual success and well-being (e.g., Caza & Wilson, 2009; Dutton, Roberts, & Bednar, 2010). Caza and Wilson (2009) found that identifying with multiple social groups enabled certified nurse-midwives to obtain social support from both nurses and midwives. In particular, certified nurse-midwives held diverse social networks as a result of their multiple identities and, thus, were able to use the social capital from their multiple memberships to seek social support in challenging situations at work. Similarly, Dutton and colleagues (2010) proposed that identities can help individuals to access additional resources at work. Namely, identities can enable individuals to increase the number, diversity, and quality of relationships they have at work, which can help them acquire other resources that will strengthen them in stressful or challenging situations (Linville, 1987). As such, an individual's identities can function as resources that mitigate threats/demands and/or enable the individual to accumulate other resources at work.

Scholars have also linked an individual's identities and associated resources to the improvement of work and work processes in organizations. Research on diversity in organizations in particular suggests that demographic diversity might increase the pool of resources available to solve work-related problems (Cox & Blake, 1991; Ely & Thomas, 2001). In this respect, the contributions that individuals from underrepresented groups make or that groups of diverse individuals offer can help organizations gain additional resources. Associated research suggests that the knowledge and social capital that individuals have developed as members of different social identity groups are potentially valuable resources at work (Ely & Thomas, 2001; Fitzsimmons, 2013; Roberts et al., 2015). Fitzsimmons (2013) proposed that the knowledge or "cultural schema" that multicultural employees have developed through their memberships in multiple

cultural groups can help organizations solve complex global problems. Furthermore, the integration-and-learning perspective on diversity (Ely & Thomas, 2001; Thomas & Ely, 1996) proposes that the insights, skills, and experiences individuals have developed as members of different identity groups can be used not only as a resource for gaining entry into previously inaccessible markets (i.e., to increase social capital) but also as a resource for reconceptualizing and reconfiguring work. In addition, research on dual work identities (Hoff, 1999; Pratt & Rafaeli, 1997) suggests that an individual's identities (and the knowledge and social capital that are available as a function of them) can be used as instrumental support for work tasks and processes. Hoff (1999) found that physician-managers who identified both as physicians and managers used the knowledge and social capital gained from identifying with both groups to persuade their physician peers that change within their organization was necessary, as well as to implement policies directed at that organizational change.

Hence, hereafter and in accordance with previous research linking identities to resources at work, we emphasize a subordinate's knowledge and social capital as the key subordinate-based resources germane to our theorizing.

THE EFFECT OF MANAGING A SUBORDINATE'S MULTIPLE IDENTITIES ON RESOURCE UTILIZATION AND THE QUALITY OF A MANAGER-SUBORDINATE RELATIONSHIP

In this section we develop several propositions articulating how managing a subordinate's multiple identities affects resource utilization in work-based tasks and activities and the quality of a manager-subordinate relationship as a consequence. Although we recognize that identities are also managed within groups (cf. DeRue & Ashford, 2010; Ely & Thomas, 2001; Polzer, Milton, & Swann, 2002), we build on and link existing work on the relational nature of identity management (e.g., DeRue & Ashford, 2010; Swann & Bosson, 2008; Swann, Johnson, & Bosson, 2009).

First, we briefly discuss the different types of strategies (inclusionary or exclusionary) that a manager and a subordinate use for managing the subordinate's multiple identities and the factors that influence each person's preferences. We then organize the different strategies along the inclusionary/exclusionary dimension for both the manager and the subordinate, indicating whether strategy use is aligned or misaligned. "Alignment" addresses instances in which a subordinate and a manager both use inclusionary strategies or both use exclusionary strategies. "Misalignment" addresses instances in which a subordinate and a manager use different strategies to manage the subordinate's multiple identities. While "inclusionary" "exclusionary," "alignment," and "misalignment" have been used elsewhere in the identity management literature and diversity literature (e.g., Ferdman & Roberts, 2013; Prasad, Pringle, & Konrad, 2006; Roberts, 2013), we view our theorizing as distinguishable from and complementary to that theorizing. Namely, our central focus is on the quality of a manager-subordinate relationship as the primary outcome (cf., Kreiner, Hollensbe, & Sheep, 2006; Ramarajan & Reid, 2013). Furthermore, our theorizing applies to the management of multiple identities both in a single domain—that is, two or more work identities—and spanning different domains—that is, work and nonwork identities (cf., Ramarajan & Reid, 2013; Thomas, 1993).

Consequently, our theorizing yields a 2×2 matrix comprising four different forms of resource utilization: resource suppression, resource exploitation, resource exchange, and resource production (see Figure 1). Subsequently, we propose a variance model predicting these relationships and how different forms of resource utilization lead to three different types of manager-subordinate relationships (i.e., low-quality, social exchange, generative; see Figure 2). Since our goal is to explain how managing a subordinate's multiple identities predicts the quality of the manager-subordinate relationship through its effect on resource utilization, a variance model is best suited to our theorizing (Mohr, 1982).

Managing a Subordinate's Multiple Identities at Work: Inclusionary and Exclusionary Strategies

Extant relational theories suggest that both manager and subordinate behavior influence relational quality (e.g., Dulebohn et al., 2012; Dutton & Ragins, 2007; Miller & Stiver, 1997). In this section we characterize manager and subordinate behavior in terms of the inclusionary and exclusionary strategies each person may

FIGURE 1
A Typology of Resource Utilization As Predicted by Manager and Subordinate Strategies for Managing a Subordinate's Multiple Identities

Manager's strategy

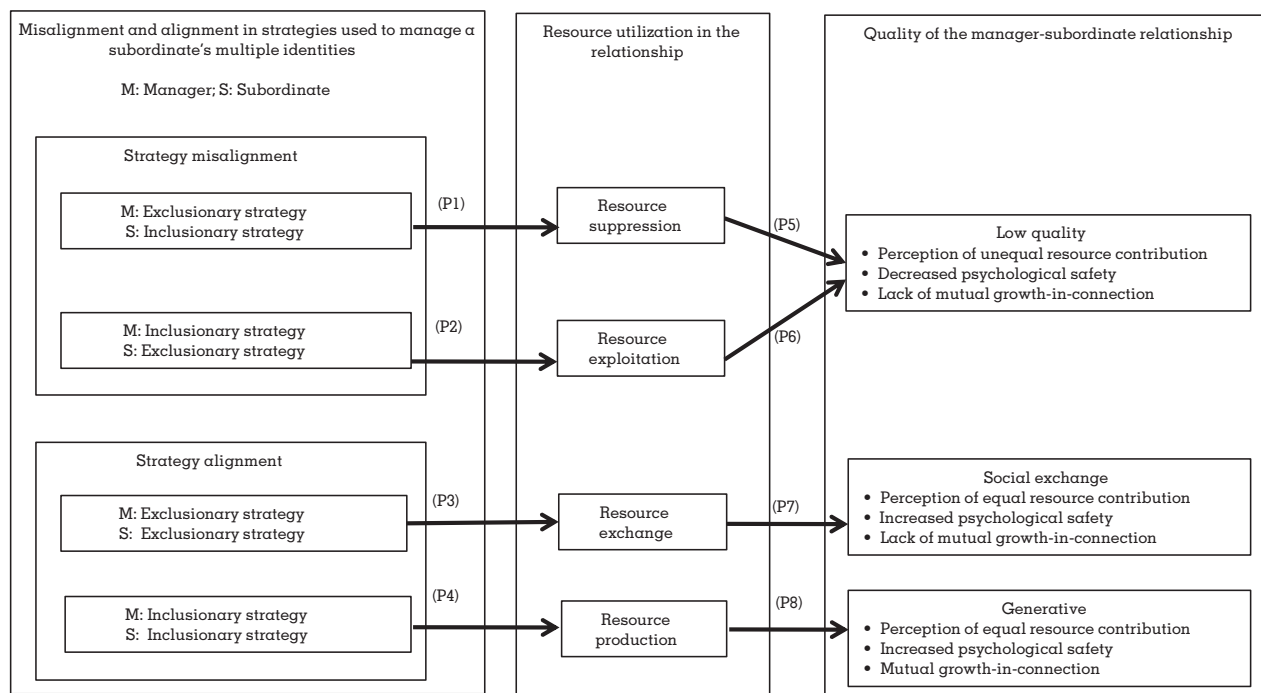|	Exclusionary	Inclusionary
Exclusionary	Resource exchange	Resource exploitation
Inclusionary	Resource suppression	Resource production

Subordinate's strategy

use for managing the subordinate's multiple identities. Inclusionary strategies aim to increase the relevance of one or more of the subordinate's identities in work-based tasks and activities. In contrast, exclusionary strategies aim to reduce the salience of one or more of the subordinate's identities or to reinforce their irrelevance to work-based tasks and activities. While these strategies may be implicitly activated (e.g., exclusion due to automatically simplifying complex information; Cantor & Mischel, 1979) or the result of more strategic, deliberate processing (e.g., exclusion with the intent of preventing discriminatory treatment; Ellison, Russinova, MacDonald-Wilson, & Lyass, 2003), our theorizing is based on *preference and choice* in strategy selection, rather than automaticity. By establishing this important boundary condition, our theorizing is better able to account for how these particular individual-level motivations affect relational outcomes.

Inclusionary strategies can include the use of "identity expansion" tactics that explicitly communicate one is "both A and B" (Roberts & Creary, 2011) or more indirect signaling tactics (Cialdini, 1989; Roberts & Roberts, 2007) to communicate that an individual belongs to multiple groups and possesses multiple roles that are significant and related to one another. For example, a physician-manager may discuss with his or her supervisor the ways in which his or her identity as both a physician and a manager can help the organization in its implementation of new patient care policies (Hoff, 1999).

A manager and a subordinate may prefer to use inclusionary strategies for managing the subordinate's multiple identities for different reasons. For example, a manager or a subordinate may be conditioned to "value diversity," believing that enacting multiple and different identities at work can be beneficial to the team's work outcomes (Cox & Blake, 1991; Ely & Thomas, 2001). Further, a subordinate may prefer to include certain identities because of an ingrained sense of commitment to his or her multiple identities (cf. Stryker, 1980; Stryker & Burke, 2000) and because of the need to feel authentic at work

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through expressing multiple identities (Roberts, Cha, Hewlin, & Settles, 2009).

Exclusionary strategies make multiple identities less salient by grouping them under a new unifying category label (Ladge, Clair, & Greenberg, 2012)—a "superordinate" identity (Pratt, Fiol, O'Connor, & Panico, 2012) or a common identity (Chatman, Polzer, Barsade, & Neale, 1998; Gaertner & Dovidio, 2000). Exclusionary strategies can also involve devaluing one identity for the sake of another (Fadil, 1995; Reybold & Alamia, 2008; Rosenthal, 1995, 1996; Vroom, 2007) or asserting that one or more identities are not legitimate, relevant, or significant for a task or context (Hoff, 1999; Perlow, 1995; Starrels, 1992; Thomas & Ganster, 1995).

In some cases a manager may believe that it is in a subordinate's best interests to exclude certain identities at work. For instance, a manager may believe that excluding such identities as community leader or school volunteer may preserve the subordinate's image as "the ideal worker," more committed to his or her work responsibilities than nonwork responsibilities (Acker, 1990). Further, a manager may prefer to exclude additional subordinate identities to

reduce intergroup bias and promote fairness among individuals who may believe that other team members will receive preferential treatment for holding certain identities (Crisp, Turner, & Hewstone, 2010; Thomas & Ely, 1996), or to comply with a human resource policy that prevents the manager from treating subordinates differently based on a social identity. Similarly, a subordinate may prefer to exclude certain identities to protect him/herself from heightened scrutiny (Kanter, 1977) or "hypervisibility" (Blake-Beard & Roberts, 2004), the backlash effect (Rudman, 1998), stigmatization (Ragins, Singh, & Cornwell, 2007), or discriminatory treatment (Ellison et al., 2003). Or a subordinate may be conditioned from prior socialization and past work identities to keep different identities separate while at work (Ramarajan & Reid, 2013).

In accordance with past research on identity management (Pratt, 2000; Swann & Bosson, 2008; Swann et al., 2009), we also suggest that a manager's preferences for managing his or her own multiple identities may affect the manager's preference for managing a subordinate's multiple identities. Hence, a manager may expect a subordinate's identity enactment to parallel his

or her own (Swann et al., 2009). Furthermore, we acknowledge that managers are responsible for socializing their subordinates so that subordinates' identity enactments are consistent with organizational norms and expectations (Pratt, 2000). Thus, we recognize that a manager's strategy for managing a subordinate's multiple identities may also be borne out of a need to comply with organizational policies.

Strategy Misalignment and Alignment and Resource Utilization

In this section we develop several propositions articulating how strategy misalignment or alignment affects the utilization of resources in work-based tasks and activities, yielding four different forms of resource utilization: resource suppression, resource exploitation, resource exchange, and resource production. We suggest that our propositions will apply regardless of the nonwork/work or work/work identity combinations being managed.

Strategy misalignment and resource suppression. There are two forms of strategy misalignment between a manager and a subordinate. One form occurs when a manager uses an exclusionary strategy and a subordinate uses an inclusionary strategy for managing the subordinate's multiple identities. We label resource utilization arising from this form of misalignment "resource suppression."

As indicated previously, some managers use exclusionary strategies believing that enacting certain identities at work may threaten team process and cohesion. As an example, Harrison, Price, and Bell (1998) found that information exchange is more meaningful in diverse teams when "surface-level" diversity (e.g., racial differences) becomes less important. As a result, some managers may adopt a "post-race, color-blind perspective" emphasizing parity in order to distance themselves and team members from any discourse related to stereotypes, racism, discrimination, or inequality in the opportunity structure (Gallagher, 2003: 24). In light of this color-blind perspective, some managers may err toward viewing all subordinates in terms of their role-based skills and competencies only, not in terms of their nonwork identities.

For instance, when a manager is matching consultants to a client's marketing project, she may only consider her subordinate's work

qualifications (Jovanovic, 1979; Miller, 1984; Vandenberg & Scarpello, 1990). Misalignment will occur if the subordinate, instead, views a color-blind perspective as a form of identity suppression that disadvantages him and the organization. The subordinate may prefer to use an inclusionary strategy because he believes that his racial/ethnic identity provides access to new and valuable knowledge and skills that can benefit work outcomes. He may request to be assigned to a particular marketing project team wherein individuals from his racial/ethnic background are underrepresented because he believes that his insight would be valuable for understanding the needs and motivations of customers who share his racial/ethnic background (i.e., access-and-legitimacy perspective; Ely & Thomas, 2001). Likewise, the subordinate may bring identity-related social capital, in that clients belonging to his racial/ethnic group may be more likely to trust him by virtue of their shared membership. In this respect, the subordinate believes that his race/ethnicity-based knowledge and social capital could help the team devise and implement a new marketing strategy that will appeal to the client's diverse customer base.

This value-in-diversity narrative has been examined within the broader diversity literature (i.e., the value-in-diversity hypothesis). As Cox and Blake revealed:

> Avon President Jim Preston commented that members of a given cultural group are uniquely qualified to understand certain aspects of the world view of persons from that group . . . In some cases, people from a minority culture are more likely to give patronage to a representative of their own group. For at least some products and services, a multicultural salesforce may facilitate sales to members of minority culture groups (1991: 49).

Thus, a subordinate with whom the value-in-diversity narrative resonates may wish to emphasize the ways in which his or her racial/ethnic identity could be helpful to the project, using inclusionary strategies to manage his or her multiple identities at work.

This type of strategy misalignment can also ensue when managing a subordinate's work/work identity combination. For example, an economically minded chief operating officer (COO) may encourage a subordinate who is both a physician and a manager to "think like a manager" (i.e., focus on enacting his identity as

a manager and not his identity as a physician) when devising a budget, since enacting the managerial identity is more economically minded and organizationally focused (e.g., Hoff, 1999). In contrast, the physician-manager may welcome the opportunity to enact both identities when devising the budget, since he believes that doing so will ensure that both the organization's and the patients' best interests will be taken into consideration.

Misalignment that occurs when the manager uses an exclusionary strategy for managing the subordinate's multiple identities but the subordinate uses an inclusionary strategy leads to resource suppression. In LMX theory the assumption is that managers, as higher-status organizational members, have primary control over resource exchange in a manager-subordinate relationship (Farmer & Aguinis, 2005; Graen & Uhl-Bien, 1995). A subordinate's perception of managerial power also plays a role in shaping resource exchanges, especially when the manager does not verify the subordinate's identity claims (Farmer & Aguinis, 2005). For instance, research on identity performance suggests that identity enactment can be constrained when policies and procedures, such as those prohibiting open display of cultural memberships, beliefs, and preferences that do not conform to the corporate culture, threaten such enactment (e.g., Carbado & Gulati, 1999; Creed & Scully, 2000; Roberts & Roberts, 2007). Managers play a key role in establishing and enforcing guidelines for identity enactment, as they "vigilantly monitor their workers'. . . [identity performance] to determine whether they fit into the firm and buy into the firm's vision, policies, and practices" (Roberts & Roberts, 2007: 373). Thus, a manager's exclusionary strategy may strongly discourage a subordinate from enacting valued work or nonwork identities at work. LMX research characterizes this unbalanced exchange as an example of "negative reciprocity," in which the manager's preference prevails over a subordinate's desires (Sparrowe & Liden, 1997). In the case of resource suppression, it is the manager's exclusionary preference that prevails over a subordinate's desire to enact multiple identities.

Thus, when a manager uses an exclusionary strategy and a subordinate uses an inclusionary strategy, misalignment signals and reinforces an identity's irrelevance at work, making knowledge and social capital associated with that particular identity less available for work-based tasks and activities. This suggests the following proposition.

> *Proposition 1: If a manager uses an exclusionary strategy and a subordinate uses an inclusionary strategy for managing a subordinate's multiple identities, then resources associated with identities that the manager does not consider relevant to the work are likely to be suppressed in work-based tasks and activities.*

Strategy misalignment and resource exploitation. We propose that a second form of strategy misalignment occurs when the scenario described above is reversed: a manager uses an inclusionary strategy but the subordinate uses an exclusionary strategy for managing the subordinate's multiple identities. We label the resource utilization that arises from this form of misalignment "resource exploitation." A manager may use an inclusionary strategy when he or she believes that making certain subordinate identities relevant to the work may help attain managerial and/or organizational goals. In addition to research emphasizing the value-in-diversity hypothesis (e.g., Cox & Blake, 1991), research on dual work identities also supports the idea that the enactment of multiple identities at work can yield outcomes that are beneficial to tasks and to others at work (Glynn, 2000; Hoff, 1999; Pratt & Rafaeli, 1997). For example, enacting both physician and manager identities may enable physician-managers to persuade physicians working for a health care maintenance organization (HMO) that change in clinical practice is necessary for positive patient and economic outcomes (Hoff, 1999). Thus, an economically minded COO may encourage a physician-manager to draw upon the knowledge and/or social capital associated with both identities to support the hospital's goals, particularly when they are aligned with goals the physician-manager values personally (e.g., meeting financial targets).

Yet organizational research suggests that some subordinates may avoid enacting certain identities at work because they believe the performance of one identity may interfere with the performance of another identity at work (e.g., Clair, Beatty, & Maclean, 2005; Ely, 1994; Hoff, 1999; Kreiner et al., 2006; Ladge et al., 2012). Hoff

(1999) revealed how physician-managers with "profession-compatible" managerial identities viewed their role more in terms of protecting and serving physician interests than in terms of supporting HMO policies. These physician-managers also feared that other physician-managers would perceive them as disloyal to the profession when they enacted their managerial identities. As such, professional-compatible physician-managers often perceived conflicts between the enactment of their physician and managerial identities and chose to enact only their physician identities when interacting with other physicians (Hoff, 1999). Research on identity performance supports the notion that an individual may try to downplay or refrain from enacting certain identities in order to assimilate into the mainstream culture (Yoshino, 2002).[1]

This type of strategy misalignment can also ensue when managing a subordinate's nonwork/ work identity combination. For example, a manager may encourage a subordinate to use the knowledge and/or social capital associated with her racial, gender, and professional identities to support the organization's desire to engage more women of color as clients (Ely & Thomas, 2001). In contrast, the subordinate in this relationship may prefer not to be recognized as a "woman of color" at work for fear that others in the firm will attribute her success to racial or gender preferences instead of professional competence (Bell, 1990; Ely, 1995). As such, the subordinate may prefer to use an exclusionary strategy, downplaying the relevance of her race/ethnicity and gender at work.

Despite a subordinate's preferences, he or she may still be pressured into enacting multiple

identities at work. As described in our explanation of strategy misalignment and resource suppression, the power dynamics between managers and subordinates will likely subvert the subordinate's strategy for managing multiple identities. Despite the subordinate's preference for exclusion, a manager can coerce the subordinate into enacting multiple identities, particularly those that are considered valuable to work tasks and processes. Resource exploitation describes the resource utilization outcome that ensues when a manager's inclusionary strategy overpowers a subordinate's exclusionary strategy. Resource exploitation can occur when a manager persuades a subordinate to enact an identity that the subordinate prefers not to enact for the purpose of work-based tasks and activities (e.g., for organizational learning; Bryant, 2003; March 1991; Vermeulen & Barkema, 2001). Namely, fearing being labeled as someone who is not a cooperative team player or fearing facing retaliation from the manager, which may jeopardize his or her career advancement, a subordinate may comply with his or her manager's request to enact multiple identities. For instance, the physician-manager in the previous example may reluctantly provide the COO with information about which physicians are cooperating with new policies designed to limit referrals to expensive outside specialists (e.g., Grumbach, Osmond, Vranizan, Jaffe, & Bindman, 1998), but only when specifically asked to do so. He may also share limited information about the organization's new policies with other physicians but may portray himself as "the messenger" instead of as someone who believes in the actual message. Thus, the physician-manager is not using his physician-based social capital to persuade physicians to accept and adopt the new policies. Likewise, a woman of color may engage with women of color clients or serve on a task force focused on engaging more women of color clients only when specifically asked to do so. Resource exploitation is a second example of negative reciprocity highlighted in LMX research, in which a manager's preference for inclusion prevails over a subordinate's desire for exclusion (Sparrowe & Liden, 1997: 525). Our characterization of the resource exploitation condition reveals more about the source and manifestation of manager-subordinate misalignment. This suggests the following proposition.

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[1] While it might appear that a subordinate's preference for excluding certain identities at work is evidence that he or she prefers not to be authentic at work, we view the subordinate's use of an exclusionary strategy in this example as a bounded form of authenticity (i.e., "strategic authenticity"), rather than as a display of inauthenticity (Roberts et al., 2009). It is plausible that a subordinate who feels that he or she must exclude a part of who he or she is at work because of social/ managerial expectations may feel inauthentic at work. However, another subordinate (such as a physician-manager who chooses to exclude a managerial identity at work) may choose to exclude a part of who he or she is at work because he or she perceives that this strategy will be less detrimental to him/ her. We are proposing that the former situation would likely lead to the resource suppression condition while the latter situation would likely lead to the resource exploitation condition.

Proposition 2: If a manager uses an inclusionary strategy and a subordinate uses an exclusionary strategy for managing a subordinate's multiple identities, then resources associated with identities that the manager considers relevant to the work are likely to be exploited in work-based tasks and activities.

Strategy alignment and resource exchange. Strategy alignment, in contrast, occurs when a manager and a subordinate use similar strategies for managing the subordinate's multiple identities. We propose that one form of strategy alignment occurs when a manager and a subordinate both use exclusionary strategies. We label resource utilization that arises from this type of strategy alignment "resource exchange." In this condition both the manager and the subordinate may believe that enacting certain identities during work-based tasks and activities creates undesirable consequences. For example, the manager and subordinate may prefer a color-blind strategy to counter any perspectives that the subordinate has been given preferential treatment because of his or her race/ethnicity (Ely & Thomas, 2001; Gallagher, 2003). The manager may be motivated to exclude the racial/ethnic identity to mitigate team conflict (Harrison et al., 1998), and the subordinate may be motivated to exclude the racial/ethnic identity to mitigate stigmatization (Ragins et al., 2007) or discriminatory treatment (Ellison et al., 2003). Notably, implicit or explicit agreement to exclude the subordinate's racial/ethnic identity can confirm the manager's and subordinate's construal of the subordinate as the ideal worker (Sanchez-Burks, 2002, 2004). Likewise, enacting a managerial identity as opposed to a physician identity can enhance one's credibility with a COO. In these respects, an agreement to exclude one or more of a subordinate's identities can be thought of as validation of both the manager's and the subordinate's hierarchically based role identities as ideal boss and worker. Further, exclusionary strategies enable both a manager and a subordinate to validate the role identities that maintain the balance of power in the relationship and the status quo (cf. Farmer & Aguinis, 2005: 1072).

We propose that a manager and a subordinate who feel they share similar perspectives on managing the subordinate's multiple identities, and like each other more as a result, are more likely to exchange resources based on balanced reciprocity (Sparrowe & Liden, 1997). Balanced reciprocity is characterized by immediate return and mutuality in resource exchange (Sparrowe & Liden, 1997). As such, balanced reciprocity is substantively different from the negative reciprocity scenarios established in the resource suppression and resource exploitation conditions, where a manager's preferences subvert his or her subordinate's.

Furthermore, we propose that when a manager and subordinate both use an exclusionary strategy, the status quo is maintained, which suggests that additional socioemotional resources originating from the manager will be exchanged. Our theorizing is consistent with LMX theory's perspective on resource exchange, stating that a manager may go beyond contractual economic exchanges with subordinates and choose to exchange additional socioemotional resources, such as trust, with a subordinate who meets his or her expectations (Dulebohn et al., 2012; Sparrowe & Liden, 2005). In turn, a subordinate will reciprocate with a high level of contribution that can enhance the manager's effectiveness (Sparrowe & Liden, 2005). In this respect, agreeing to utilize an exclusionary strategy will maintain a balanced resource exchange dynamic that is typical of manager-subordinate relationships (e.g., Dulebohn et al., 2012; Graen & Schiemann, 1978; Henderson et al., 2009; Tsui, Pearce, Porter, & Tripoli, 1997). Notably, the manager and subordinate will continue to exchange resources with one another that typify their roles in the relationship (e.g., Adler & Kwon, 2002; Alvesson, 2004; Cropanzano & Mitchell, 2005; Liden & Graen, 1980; Tsui et al., 1997), including role-related knowledge (Alvesson, 2001, 2004) and social capital (Adler & Kwon, 2002) for support and trust (e.g., Cropanzano & Mitchell, 2005; Tsui et al., 1997). This suggests the following proposition.

Proposition 3: If a manager and a subordinate both use exclusionary strategies to manage a subordinate's multiple identities, then only the resources associated with the role identities each considers important at work are likely to be exchanged in work-based tasks and activities.

Strategy alignment and resource production. A second form of strategy alignment occurs when a manager and a subordinate both use inclusionary strategies for managing the subordinate's multiple identities. We label resource utilization that arises from this form of strategy alignment "resource production." Resource production is characterized by the mutual investment of resources, including those previously unused or underutilized, to generate new resources. For instance, a manager and a subordinate may both believe that making more of the subordinate's identities relevant to the work may lead to positive outcomes for the organization. In this case a hospital COO may believe that encouraging a physician-manager to enact both his physician and managerial identities may help the hospital attain growth goals (Hoff, 1999). Likewise, the physician-manager may also believe that enacting both identities will allow him to effectively communicate the hospital's new strategy of growth to the physicians in his department, while at the same time providing the physician-manager with the opportunity to promote ideas that are aligned with his physician identity. Likewise, a manager may encourage a subordinate who is a woman of color to utilize the social capital associated with her racial, gender, and professional identities to attract more women of color clients to the firm. The subordinate may view the knowledge and social capital she has gained from being a woman of color as valuable to the team, and may wish to utilize these resources in work-based tasks and activities (Ely & Thomas, 2001). As such, an explicit agreement to make both of the subordinate's identities relevant to work-based tasks and activities enables the manager and the subordinate to use the subordinate's identity-based knowledge and/or social capital *and* the manager's role-related resources to help further the organization's values around growth and innovation (Cox & Blake, 1991; Ely & Thomas, 2001). Thus, we predict that an agreement to make more of the subordinate's identities relevant to work-based tasks and activities can enable a manager and a subordinate to produce new work resources.

Previous research has suggested that resource production emerges from resource exchange, in that effectively deploying available resources enables production of scarce and valued new resources (Fredrickson, 2003; Rousseau & Ling,

2007). Our theorizing further develops these claims by proposing how resource production occurs through a three-stage (albeit not necessarily linear) process of heedful interrelating (e.g., individuals' being attentive to how their actions affect the functioning of the system; Weick & Roberts, 1993). In this respect, we acknowledge that there are multiple resource "exchanges" between a manager and his/her subordinate that lead to the production of new resources in a resource production condition: (1) exchanging existing resources, (2) combining a manager's and a subordinate's resources, and (3) producing new resources. In the first stage, the manager and subordinate decide to make more of the subordinate's identities relevant to work-based tasks and activities. Building on the resource exchange condition, the manager indicates that he or she trusts the subordinate (i.e., provides a socioemotional resource to the subordinate) to enact his or her multiple identities in ways that support the organization's growth and innovation goals (i.e., goals the manager personally values); in turn, the subordinate may reciprocate with a high level of effort that can enhance the organization's effectiveness (Sparrowe & Liden, 2005). For example, a physician-manager proposes an idea to the hospital COO for a new patient care program that could be both patient centered and cost-effective, as well as aligned with the hospital's growth goals. The COO likes the idea and encourages the physician-manager to develop it further by crafting a proposal that reflects considerations for both managerial and patient care outcomes. As with the resource exchange condition, an agreement to use similar strategies to manage the subordinate's multiple identities establishes or reinforces some degree of similarity between the subordinate and his manager, which may facilitate liking in the relationship (Phillips & Bedeian, 1994).

In the second stage, the physician-manager's knowledge is combined with the COO's resources (Baker & Dutton, 2007). For example, the COO uses her social capital to garner support from other senior leaders for the physician-manager's proposal. Hence, both individuals invest resources from their respective resource pools (e.g., Hobfoll, 1989, 2011). Thus, the knowledge that results when the physician-manager's physician and managerial identities are enacted simultaneously serves as the raw material for resource production, and the manager and the

subordinate continue to exchange economic and socioemotional resources (Rousseau & Ling, 2007).

In the third stage, new interpretations and new discoveries are generated (Cox & Blake, 1991; Ely & Thomas, 2001; Jordan et al., 1991). For example, the proposal sparks an idea for another patient care program sponsored by a different senior leader, and the COO and the physician-manager are asked to take part in its development. The dynamics in stage three exemplify a type of generalized reciprocity in which learning, new work resources, and collaborative practices arise from the combination and recombination of resources in a community or network (Baker & Dutton, 2007).

Hence, unlike situations in which resource utilization is characterized by the exchange of resources originating from and being dominated by a manager, resource production is characterized by the investment of previously unused or underutilized resources and their combination with other existing resources to generate new resources. Thus, we contend that resources can only be produced when both parties invest resources. This suggests the following proposition.

> *Proposition 4: If a manager and a subordinate both use inclusionary strategies for managing a subordinate's multiple identities, then new resources are likely to be produced in work-based tasks and activities.*

Resource Utilization and the Quality of the Manager-Subordinate Relationship

In this section we predict that resource utilization will lead to three different types of manager-subordinate relationships: low-quality relationships, social exchange relationships, and generative relationships. We examine each of these relationships in terms of three characteristics: perceived contribution of resources, psychological safety, and mutual growth-in-connection. Perceived contribution of resources refers to each person's perspective on the extent to which the other is contributing sufficient or expected resources to the relationship (e.g., Dienesch & Liden, 1986). Psychological safety refers to the belief that an individual can be open, authentic, and direct in a particular setting or role (Edmondson, 1999; Nembhard &

Edmondson, 2011). Finally, mutual growth-in-connection reflects mutual empathy and mutual empowerment, including an experience of zest, empowered action, increased sense of worth, new knowledge, and desire for more connection from resource utilization (Jordan et al., 1991; Miller & Stiver, 1997).

Resource suppression and a low-quality manager-subordinate relationship. We propose that resource suppression will create a low-quality manager-subordinate relationship. Past research characterizes low-quality manager-subordinate relationships as having a lack of perceived mutuality (Dienesch & Liden, 1986) and a reliance on the economic exchange specified in the contractual employment agreement (Goodwin, Bowler, & Whittington, 2009), such as pay for performance (Blau, 1964; Dulebohn et al., 2012; Lin, 2002). Notably, resource suppression reinforces the manager's control over resources in the relationship, strengthening the status hierarchy (Emerson, 1962; Farmer & Aguinis, 2005; Graen & Uhl-Bien, 1995), as well as the subordinate's dependence on the manager for work-related resources (Emerson, 1962; Farmer & Aguinis, 2005). Because the contractual agreement is maintained in the resource suppression condition and the manager maintains control of resource use, it is likely that the manager will perceive that each person is contributing his or her share of agreed upon resources to the relationship. However, the subordinate may still feel dissatisfied because of being unable to contribute certain resources that he or she would like to invest in work-based tasks and activities. Owing to this dynamic, the subordinate may perceive that his or her contribution to the exchange is unequal since his/her resources are undervalued and the manager is not helping the subordinate to achieve his or her work goals (Dienesch & Liden, 1986). It is possible, then, that a subordinate whose personally valued resources have been suppressed will engage less at work, which can affect his or her performance (Kahn, 1990, 2007). It is also possible that a subordinate might remain engaged at work, but only in a contractual way. In accordance with LMX theory, we postulate that these contractual manager-subordinate relationships will be low-quality relationships (Graen & Uhl-Bien, 1995).

Further, we propose that the exclusion of a valued identity and the suppression of valued resources can inhibit a subordinate's sense of

psychological safety in the relationship with his or her manager, which is the belief that he or she can be open, authentic, and direct in the relationship (Edmondson, 1999; Nembhard & Edmondson, 2011). Research suggests that subordinates may feel less psychologically safe at work, particularly when they feel powerless (Nembhard & Edmondson, 2006, 2011); "powerlessness" refers to "an absence of the necessary means—the skills, authority, credibility, autonomy, opportunities for participation, resources, and so forth— to cope with task demands and to influence events that directly affect one" (Ashforth, 1994: 762). When a subordinate is encouraged not to enact his or her desired identity and the identity-related resources the individual would like to contribute are suppressed, the subordinate may feel that he or she does not have the power to be open and authentic with his or her manager. In this respect, resource suppression enhances a subordinate's sense of powerlessness and dependence, which makes the subordinate feel less psychologically safe in the relationship. According to research on psychological safety, low-quality relationships are marked by differences in the sense of psychological safety between persons in the relationship (Nembhard & Edmondson, 2011).

Finally, we propose that the exclusion of a valued identity and suppression of valued resources inhibit mutual growth-in-connection (Jordan et al., 1991; Miller & Stiver, 1997). Growth-in-connection occurs from increasing one's proficiency in connecting to others, which is achieved through mutual empathy—that is, feeling and thinking something similar to what another person thinks and feels—and mutual empowerment—that is, each person in the relationship is empowered (Jordan et al., 1991). However, a lack of mutual empathy is evident in the case of resource suppression, given that the manager's and subordinate's strategies for managing the subordinate's multiple identities are misaligned. Furthermore, resource suppression disempowers a subordinate because the individual is unable to contribute certain resources that he or she would like to invest in work-based tasks and activities.

LMX theory posits that only one individual in the relationship needs to perceive that the relationship is low quality for the relationship to be low quality (Graen & Uhl-Bien, 1995). That is, a manager-subordinate relationship is low quality when at least one individual in the relationship perceives that it is so or when perceptions of relational quality are not shared. Thus, we contend that the subordinate's negative perception of resource contribution and psychological safety and lack of mutual growth-in-connection in the resource suppression condition make the relationship a low-quality one. Notably, LMX research frequently measures relational quality from the subordinate's perspective (Dulebohn et al., 2012; Gerstner & Day, 1997). Therefore, since resource suppression creates for a subordinate the perception that there is an unequal contribution of resources due to underutilization of his or her identity-based resources in the relationship, since the subordinate's sense of psychological safety is negatively affected in the dynamic, and since there is a lack of mutual growth-in-connection, we propose that resource suppression will lead to a low-quality relationship. This suggests the following proposition.

> *Proposition 5: If resources associated with at least one of a subordinate's multiple identities are suppressed in a manager-subordinate relationship, then the relationship is likely to be a low-quality relationship.*

Resource exploitation and a low-quality manager-subordinate relationship. We propose that resource exploitation will also create a low-quality manager-subordinate relationship characterized by lack of perceived mutuality in the relationship (Dienesch & Liden, 1986) and reliance on the economic exchange specified in the contractual employment agreement (Goodwin et al., 2009). Like resource suppression, resource exploitation reinforces the status hierarchy in the relationship and the manager's control over the instrumental exchange of resources (Emerson, 1962; Farmer & Aguinis, 2005; Graen & Uhl-Bien, 1995). Again, the manager may perceive that each person is contributing sufficient resources to the relationship. Yet the subordinate may feel he or she is contributing resources that were not part of the original employment contract (Dienesch & Liden, 1986; Liden & Graen, 1980).

Notably, resource exploitation provides a manager with additional resources, but the subordinate likely feels that the resource exchange is unequal. In spite of the subordinate's investment of identity-related resources in the

relationship, he or she does not *gain* valued resources in exchange for that additional input. For example, the subordinate may not receive additional financial or socioemotional rewards in exchange for investing additional identity-related knowledge in the work. Ely and Thomas (2001) found that black employees working in a financial services department that serviced predominantly black banking clientele were not able to contribute as much to their firm, nor were they able to gain as much recognition as their white counterparts who worked with white banking clientele. In such situations, since subordinates' perceived work-related needs are not being met, their resources are being exploited.

As with the resource suppression condition, it is possible that a subordinate whose resources have been exploited might remain engaged at work but only in a contractual way. Thus, the relationship that ensues from resource exploitation is a low-quality relationship. We also propose that resource exploitation negatively affects a subordinate's sense of psychological safety in the manager-subordinate relationship (Edmondson, 1999; Nembhard & Edmondson, 2011). Recall that a subordinate in the resource exploitation condition may prefer to exclude part of who he or she is at work because of the feeling that exclusion will benefit him or her personally (i.e., exhibiting strategic authenticity; Roberts et al., 2009). We propose that resource exploitation reduces a subordinate's sense of authenticity by compelling the subordinate to behave contrary to his or her identity management preferences. Such subjugation of identity preferences can enhance a subordinate's feelings of powerlessness, which signals that the individual does not feel psychologically safe in the manager-subordinate relationship (Ashforth, 1994; Nembhard & Edmondson, 2006, 2011).

Finally, as with resource suppression, we propose that resource exploitation also inhibits mutual growth-in-connection, including mutual empathy and mutual empowerment (Jordan et al., 1991; Miller & Stiver, 1997). In particular, a lack of mutual empathy is evident in the case of resource exploitation, given that the manager's and subordinate's strategies for managing the subordinate's multiple identities are also misaligned in this scenario. Resource exploitation also disempowers a subordinate because he or she is unable to resist contributing certain

resources that he or she would not like to invest in work-based tasks and activities.

Given that resource exploitation creates a perception for the subordinate that he or she is contributing more resources to the relationship than is desirable, reduces the subordinate's sense of psychological safety in the manager-subordinate relationship, and inhibits mutual growth-in-connection, we propose that resource exploitation will lead to a low-quality relationship. This suggests the following proposition.

> *Proposition 6: If resources associated with at least one of a subordinate's multiple identities are exploited in a manager-subordinate relationship, then the relationship is likely to be a low-quality relationship.*

Resource exchange and a social exchange manager-subordinate relationship. In contrast, we propose that resource exchange will create a social exchange manager-subordinate relationship. Social exchange relationships are frequently characterized by feelings of liking and reciprocity (Dienesch & Liden, 1986; Graen & Schiemann, 1978; Graen & Uhl-Bien, 1995). Notably, when a manager and a subordinate both use exclusionary strategies to manage a subordinate's multiple identities, they establish or reinforce some degree of similarity between them. Specifically, LMX theorists define social exchange relationships according to perceived mutuality in the relationship (Dienesch & Liden, 1986), which is measured by reciprocity in the exchange of resources (Sparrowe & Liden, 1997). Social exchange relationships are both instrumental and social in nature—that is, defined by behaviors such as helping, listening, discussing non-work-related topics, offering advice (Goodwin et al., 2009; Lin, 2002).

We propose that resource exchange also reinforces the subordinate's resource dependence in the relationship, but this may not be a concern to a subordinate who prefers to exclude one or more of his or her identities (and associated resources) from work-based tasks and activities. This social exchange relationship fulfills and reinforces the resource expectations of each party. As such, resource exchange can create the perception that each person is making an equal contribution to the relationship because both parties are contributing resources that relate specifically to their roles. Further, because of the

perceived similarity in values related to identity enactment, managers may invest additional socioeconomic resources in the subordinates with whom they have aligned identity management strategies (Phillips & Bedeian, 1994). For instance, a manager and a subordinate may share the same perspective on what it means to be an "ideal worker" such that ideal workers should exclude nonwork identities while at work (Costello, 2005; Ramarajan & Reid, 2013). This believed similarity may lead a manager to put forth more effort and time in mentoring a subordinate who chooses to exclude nonwork identities while at work.

Resource exchange also promotes psychological safety in the manager-subordinate relationship, or the belief that both individuals can be open, authentic, and direct in their formal roles (Edmondson, 1999; Nembhard & Edmondson, 2011; Scandura & Pellegrini, 2008). When formal roles are maintained, identities attached to those roles are verified and the balance of power in the relationship persists. Thus, resource exchange enables both a manager and a subordinate to enact and maintain the current power and status hierarchy. In this case a manager can be open, authentic, and direct in his or her role as an ongoing source of resources in the relationship, and a subordinate can be open, authentic, and direct as the person in the relationship who depends on a manager for resources. As such, an agreement to enact and maintain a clear power and status hierarchy can promote psychological safety for both individuals, making the relationship a social exchange relationship.

Yet we propose that resource exchange does not promote mutual growth-in-connection (Jordan et al., 1991; Miller & Stiver, 1997). While resource exchange may promote mutual empathy, given that strategies for managing a subordinate's multiple identities are aligned (i.e., feeling and thinking something similar to what another person thinks and feels), and positive affective outcomes, including an increased sense of worth, it falls short of generating new knowledge in the relationship and empowered action (i.e., putting into practice what was learned in the interaction) since the status quo is maintained. As a result, only three of the five criteria for mutual growth-in-connection are met in a resource exchange condition.

Extant LMX research posits that a manager-subordinate relationship is high quality when resource exchange is balanced (Cogliser, Schriesheim, Scandura, & Gardner, 2009; Paglis & Green, 2002). Hence, given that resource exchange creates a shared perception of mutuality in terms of expectations for resource contribution and a shared sense of psychological safety in a manager-subordinate relationship, but does not promote mutual growth-in-connection, we propose that resource exchange will lead to a social exchange relationship. This suggests the following proposition.

> *Proposition 7: If resources related specifically to manager and subordinate roles are exchanged in a manager-subordinate relationship, then the relationship is likely to be a social exchange relationship.*

Resource production and a generative manager-subordinate relationship. We propose that resource production will create a generative manager-subordinate relationship. Generative relationships have been discussed in RCT (e.g., Jordan et al., 1991; Miller, 1986; Miller & Stiver, 1997) and by researchers utilizing a POS lens on positive workplace relationships (e.g., Dutton & Heaphy, 2003; Dutton & Ragins, 2007; Rousseau & Ling, 2007). In the field of organizational studies, these relationships have also been called "positive relationships at work" (Dutton & Ragins, 2007) and "positive organizational relationships" (Rousseau & Ling, 2007), but we use the label "generative relationships" here to afford easier comparison to low-quality and social exchange manager-subordinate relationships.

Generative relationships are enhanced social exchange relationships. These relationships utilize resources that originate from both the manager and a subordinate, but they also produce new resources that are particularly scarce and valued (Rousseau & Ling, 2007). In doing so they also enable existing resources to be combined, which can alter their meaning, function, and value (Glynn & Wrobel, 2007; Rousseau & Ling, 2007). Additionally, a manager and a subordinate in a generative manager-subordinate relationship feel psychologically safe in their relationship with each other. Hence, in a generative relationship both manager and subordinate perceive that the relationship is positive.

Yet, building on RCT and a POS perspective on positive relationships at work, we suggest that generative relationships are different from social

exchange relationships discussed within LMX theory, in that managers and subordinates both invest resources from their respective resource pools in ways that go beyond the contractual, economic-based employment relationship and the exchange of socioemotional resources initiated by the manager. Further, managers and subordinates in generative relationships experience mutual growth-in-connection from their social interactions (e.g., Jordan et al., 1991; Miller, 1976; Miller & Stiver, 1997) and behave authentically (Leroy, Anseel, Gardner, & Sels, 2015). Specifically, both a manager and a subordinate in a generative relationship experience a greater sense of zest or a feeling of increased vitality, aliveness, and energy that arises from connecting to one another at work. They are motivated to act in the moment and experience an increased sense of worth, since each person recognizes and acknowledges that the other's experiences are valuable to work-based tasks and activities. Moreover, since both manager and subordinate learn and feel empowered from having created new knowledge in their interaction, they may both desire to connect more with the other person and to establish similar connections with others at work (Baker & Dutton, 2007; Dutton & Heaphy, 2003; Miller & Stiver, 1997).

In essence, resource production gives a manager and a subordinate new ways of seeing (Carlsen & Dutton, 2011; Miller, 1976) and creates an overall experience of generativity for both individuals—that is, "experience[s] that bring a feeling of energy and aliveness to people and also have the potential to produce more enduring expansive and transformative consequences" (Carlsen & Dutton, 2011: 15). This suggests our final proposition.

> *Proposition 8: If new resources are produced in a manager-subordinate relationship, then the relationship is likely to be a generative relationship.*

DISCUSSION

We have presented a variance-based model of how the misalignment or alignment of strategies that a manager and a subordinate use for managing the subordinate's multiple identities affects resource utilization and the quality of the manager-subordinate relationship. This model integrates and extends several perspectives on

relationships in organizations, demonstrates how identities are important sources of resources at work, and enriches our understanding of the role a subordinate's resources can play in manager-subordinate relationships. Here we discuss how these contributions open pathways for future research and propose an agenda that offers ideas for how to extend our theory. We also discuss the practical implications of our model.

Managing Multiple Identities at Work

Our emphasis on managing a subordinate's multiple identities addresses gaps in the LMX literature, leadership literature, and identity literature. Specifically, LMX and leadership researchers are beginning to examine managers' and subordinates' identities as key variables in manager-subordinate relationships (e.g., Chang & Johnson, 2010; Jackson & Johnson, 2012; Leroy et al., 2015). For example, Leroy and colleagues (2015) found that authentic leadership (i.e., enacting one's "true self" in a leader role) and authentic followership (i.e., enacting one's "true self" in a follower role) coproduce follower need satisfaction and work-role performance. Our model builds on and differs from extant LMX, leadership, and identity theory in that we emphasize the influence of identity management on the quality of the relationship more holistically and not just on individual outcomes (i.e., effect of leader and follower authenticity on follower satisfaction and performance; cf. Leroy et al., 2015). In doing so we extend the understanding of antecedents to high-quality relationships from individual-level personal characteristics to *relational behavior*.

Several aspects of our theorizing provide a foundation for new research on managing multiple identities at work. Building on DeRue and Ashford (2010), who theorize around the mutual construction of leaders' and followers' roles and identities, scholars could extend our model by examining how the mutual management of both individuals' multiple identities in the relationship affects the quality of the relationship (i.e., a $2 \times 2 \times 2$ matrix of multiple identity management). Such a model would be conceptually complex. Yet our article lays the groundwork for further examining alignment and misalignment of managers' and subordinates' strategies for managing their own and others' identities. An empirical investigation using narrative

techniques (e.g., Maitlis, 2009) could provide information about the series of events that affect multiple identity management strategies for each person in the dyad and would aid in generating a set of testable hypotheses. These hypotheses could then be examined through a field study of manager-subordinate dyads (cf. Cogliser et al., 2009; Paglis & Green, 2002) using a survey that combines existing measures with those developed through the qualitative study so as to capture both individuals' views of their multiple identity management strategies, resource dynamics, and the quality of their relationship. By conducting this type of mixed-methods investigation, scholars would be able to generate a more robust understanding of multiple identity management, resource dynamics, and the quality of manager-subordinate relationships from a dyadic perspective.

Resource Utilization

A second area of contribution is our model's discussion of resource utilization. While previous research has demonstrated a link between identity enactment and resource availability in organizations (Callero, 1994; Thoits, 1983), our model enriches this perspective by addressing how resources are used and even generated within manager-subordinate interactions. Further, in theorizing around four different scenarios for managing a subordinate's multiple identities, we contribute to the growing body of identity and diversity scholarship on understanding identities as potentially valuable sources of resources for work-based tasks and activities (e.g., Caza & Wilson, 2009; Dutton et al., 2010; Ely & Thomas, 2001; Fitzsimmons, 2013; Roberts et al., 2015). We build on and extend this line of theorizing to propose several ways subordinate-based and identity-related resources are affected within manager-subordinate relationships. In particular, our model emphasizes the role of *relationships* in making identity-related resources available—notably, the role that hierarchical relationships and associated power dynamics play in suppressing or exploiting these resources or using these resources to exchange or produce other resources.

At the same time, it is not our intention to suggest that all identities can provide access to useful resources or that all resources are useful in the workplace. An interesting empirical study would be to investigate which identities (beyond the broad categories of "work identities" and "nonwork identities") have the potential to lead to new resources when those identities are included at work. Furthermore, collective endorsement (or lack thereof) of individuals' multiple identities may affect the utilization of related resources at work (cf. DeRue & Ashford, 2010). For example, whether other members of a subordinate's department collectively view the subordinate's racial or ethnic identity as an asset to their department can affect whether the knowledge and/or social capital resources associated with the racial or ethnic identity are utilized at work (cf. Ely & Thomas, 2001; Polzer et al., 2002). While it is clear from past research that dynamics within a collective can affect identity management and resource utilization, future work needs to test our theoretical model with different types of identities, among dyads and collectives, to examine these relationships more specifically.

Quality of Manager-Subordinate Relationships

Finally, in combining insights from POS, RCT, and LMX theory, we broaden our understanding of the quality of manager-subordinate relationships. Specifically, we examine them in terms of three indicators commonly cited in research on the quality of relationships at work: perceived contribution of resources, psychological safety, and mutual growth-in-connection. In so doing, we differentiate between low-quality relationships, social exchange relationships (e.g., Dulebohn et al., 2012; Graen & Uhl-Bien, 1995; Liden, Wayne, & Stilwell, 1993), and generative relationships (Dutton & Heaphy, 2003; Dutton & Ragins, 2007; Jordan et al., 1991). Our research illustrates that "positivity" is not unidimensional when it comes to manager-subordinate relationships.

Our differentiation of social exchange relationships and generative relationships is particularly noteworthy since scholars consider both to be "positive relationships," without systematic explanation of their similarities and differences (Dutton & Ragins, 2007; Sparrowe & Liden, 1997). Notably, our research does not aim to suggest that one type of positive work relationship is "better" than another. Rather, in identifying two types of positive manager-subordinate relationships, we illustrate how different types of positive manager-subordinate relationships can serve different purposes both for the individuals

in them and for their organizations. Future research should consider the role of the organizational context in fostering social exchange versus generative relationships. Are certain types of organizations more likely than others to encourage generative practices in manager-subordinate relationships (cf. Brickson & Brewer, 2001; Sonenshein, 2014)?

Limitations

A limitation of our theorizing is that we do not fully account for the role motives play in managing a subordinate's multiple identities, including those motives that are "less than noble." For example, by allowing race to be a factor in his or her attitudes and behavior toward people, a racist manager would include a subordinate's racial identity at work. A subordinate who knows that this manager is racist may prefer to exclude his or her racial identity at work. In this case, their strategies would be misaligned, given that the racist manager is actually paying attention to the subordinate's racial identity (inclusionary strategy) for less than noble reasons, even while the subordinate is trying to downplay race (exclusionary strategy). While we would predict that their relationship would be low quality for a number of reasons, we also acknowledge that a resource utilization dynamic we have not predicted may ensue. For example, a racist manager may *withhold* resources from a subordinate of a different race and, instead, provide those resources to subordinates of the same race. Resource withholding is not one of the four resource utilization conditions that we have elaborated in our theory building. In light of this discussion, we do hope that future research will focus specifically on the role that motives play in the relationships we have predicted.

Practical Implications

Many organizational leaders espouse that the key to being competitive in the current global environment is to utilize the knowledge and/or social capital associated with employees' diverse backgrounds as a resource for the organizations in which they work. As organizational strategists acknowledge that individuals' identities are multiple and multifaceted (Ely & Thomas, 2001; Hoff, 1999; Sambrook, 2006), they are also more likely to recognize that being

known, understood, and valued for one's multiple identities is a key to workplace effectiveness. Yet bringing one's whole self to work could potentially yield negative consequences for individuals (Rudman, 1998) and groups (Dumas, Rothbard, & Phillips, 2008) at work. Thus, the practice of recognizing and acknowledging multiple identity dynamics at work can expand managers' understanding of how identities, resources, and the quality of relationships constitute one another at work.

CONCLUSION

We have drawn on theories of identity management (e.g., Dutton et al., 2010; Ramarajan & Reid, 2013; Roberts & Creary, 2011) and relationships (e.g., Dutton & Heaphy, 2003; Dutton & Ragins, 2007; Graen & Uhl-Bien, 1995; Miller & Stiver, 1997) to offer a theoretical model explaining the effect of managing a subordinate's multiple identities on resource utilization and the quality of a manager-subordinate relationship. We encourage additional conceptual and empirical inquiry that helps scholars further understand the nature of identity management and relational outcomes, as well as further investigations of other mechanisms beyond resource utilization that may explain this linkage.

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