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Interpersonal Counterproductive Work Behaviors: Distinguishing Between Person-Focused vs.
Task-Focused Behaviors and Their Antecedents

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Abstract

Purpose – This study proposes a nuanced perspective for conceptualizing interpersonal counterproductive work behaviors (ICWBs) by distinguishing them into behaviors that hinder other workers' task performance (task-focused ICWBs), and those that are personal in nature (person-focused ICWBs). A relational stress perspective is adopted to examine work-based dependence relational stressor and negative-affect relational stressor as predictors of each category of behavior, with trait competitiveness as a moderator.

Design/methodology/approach – Deductive and inductive approaches were used to generate items measuring each type of ICWBs, and the two-factor ICWB structure was validated using data from 136 respondents. Data from a different sample of 125 employees from two organizations were used to test the hypothesized model.

Findings – Work-dependence relational stressor predicted task-focused ICWBs, while negative-affect relational stressor predicted both forms of ICWBs. Trait competitiveness moderated these relationships in different ways.

Implications – This study addresses researchers' call for fine-grained research that examines specific forms of CWBs and their underlying causes. It demonstrates that ICWBs can go beyond the traditional person-focused behaviors that target other workers' well-being, to encompass task-focused behaviors that directly impact their performance. By revealing that different relationships at work predict such behaviors, this study informs organizations on how to manage and deter such behaviors among employees.

Originality/value – This is the first study to distinguish ICWBs into those that are task-focused and person-focused, to provide a validated measure of these two types of behaviors, and to

propose and test a model where workplace relationships differently predict such behaviors, moderated by individual's competitiveness.

Keywords: Interpersonal counterproductive work behaviors; task-focused counterproductive work behaviors; person-focused counterproductive work behaviors; deviant behaviors; relational stressor; social networks; work dependence relationship, negative affect relationship; trait competitiveness

Interpersonal Counterproductive Work Behaviors: Distinguishing Between Person-Focused vs. Task-Focused Behaviors and Their Antecedents

This research addresses recent calls by counterproductive work behavior (CWB) researchers to adopt a more fine-grained consideration of such behaviors in order to better understand the causes and consequences of specific types of CWBs (e.g., Bowling & Gruys, 2010; Spector et al., 2006). Over the past decade, interest in the “dark side” of employee behaviors has taken off, and a burgeoning body of research has focused on understanding and predicting dysfunctional or counterproductive work behaviors (e.g., Griffin, O’Leary-Kelly, & Collins, 1998; Robinson & Bennett, 1995), defined as those that are intentional and can cause harm to the organization or its constituents (Dalal, 2005; Robinson, 2008; Spector & Fox, 2005). These studies have predominantly examined such behaviors as an overall category of counterproductive behaviors (e.g., Judge, Scott, & Ilies, 2006; Spector, Bauer, & Fox, 2010), or distinguished them into two main categories – those targeted at the organization (e.g., stealing organizational materials) and those targeted at individuals (e.g., physically abusing someone at work) (e.g., Bennett & Robinson, 2000; Bruk-Lee & Spector, 2006; Hershcovis et al., 2007).

This distinction makes an important first step in demonstrating that not all counterproductive behaviors are the same, and that CWBs aimed at different targets can be driven by different antecedents. For instance, organization-directed CWBs have been shown to be more strongly predicted by job dissatisfaction, distributive justice, and the individual’s conscientiousness, whereas ICWBs are more strongly predicted by interpersonal constructs such as interpersonal conflict and one’s agreeableness (Berry, Ones, & Sackett, 2007; Fox, Spector, & Miles, 2001; Hershcovis et al., 2007). As useful as this two-dimensional distinction is, some scholars have suggested that these categories can be further refined in order to surface other

important differences and relationships (Spector & Fox, 2005). As a result, subsequent research has distinguished organization-targeted CWBs into more fine-grained types of behaviors, including sabotage, production deviance, theft, and withdrawal (Spector et al., 2006). However, interpersonal-targeted CWBs (ICWBs) still remained under one general “abuse” category, capturing “behaviors directed toward coworkers and others that harm either physically or psychologically” (Spector et al., 2006, p. 448), such as playing a prank on someone or hitting someone. One notable feature of these interpersonal behaviors is that they are focused on impacting the target’s physical or mental well-being but not directly on his/her task performance, and the act itself does not necessarily pertain to the target’s work context or resources. Thus, this presents a research gap that the current study aims to fill. Specifically, this omission is addressed by examining not just ICWBs of a more personal nature (akin to the abuse category), but also those of a task-related nature and directed at hindering other workers’ task performance. Furthermore, I present and test a model of how each of these two types of ICWBs are predicted by two situational antecedents (relational stressors) and moderated by one’s personality (trait competitiveness).

Examining task-focused ICWBs and distinguishing them from person-focused ICWBs are valuable for a few reasons. First, it addresses prior calls for research distinguishing between task- versus non-task-oriented CWBs (Bowling & Gruys, 2010), and provides researchers with a more complete and nuanced understanding of ICWBs, including the distinct dimensions and what they encompass, and how they are similar or different from one another. Focusing solely on person-focused ICWBs (i.e., abuse behaviors), as has been done in prior research, offers a restricted and partial view of interpersonal counterproductive behaviors. Second, making such a distinction is also valuable because each type of ICWB is likely to have different predictors and

outcomes, and examining such behaviors under one broad category masks important differences in how these behaviors relate to other variables (Bowling & Gruys, 2010). By exploring these differences, the present study further develops and refines current theoretical models of counterproductive behaviors, including how they are differentially driven by both situational and dispositional factors. Finally, from a practical standpoint, given that task-focused ICWBs have direct implications on workers' task performance and, in turn, the organizational functioning, it is vital to have a better understanding of the factors that drive these behaviors so as to help prevent or reduce their occurrence and their ultimate impact on organizational performance.

To that end, the specific objectives of this research are to (1) identify ICWBs that are of a more task-related nature and distinguish these from the more commonly examined person-focused ICWBs; (2) draw on research in stress, felt accountability, and social networks to propose different relational stressors as antecedents to these two categories of ICWBs, and (3) investigate the role of trait competitiveness as a moderator in these relationships. While it is acknowledged that prior research has offered numerous and sometimes conflicting or overlapping categories of counterproductive behaviors, the present study does not aim to resolve these differences, to claim that one taxonomy is better than another, or to propose a superior classification of such behaviors. Rather, the goal is to provide a more targeted and differentiated examination of task-focused and person-focused interpersonal counterproductive behaviors and emphasize the underlying interpersonal dynamics that drive such behaviors.

Theory Development and Hypotheses

Task-Focused and Person-Focused ICWBs

The notion that interpersonal behaviors, including counterproductive ones, can be segregated into those that are more task-focused and target another person's work performance

(e.g., refusing to provide resources to a colleague; delaying work to make a colleague look bad), and those that are more person-focused in nature and target an individual's physical or psychological well-being (e.g., making fun of a colleague; fighting with him/her), is not new to the organizational literature. This distinction has previously been made in the context of interpersonal citizenship behaviors, where these behaviors are differentiated into task-focused ones that directly support colleagues' task performance, and person-focused behaviors that maintain the "fabric of social relations" in the workplace (Settoon & Mossholder, 2002, p. 263). In the context of counterproductive behaviors, research in a couple of sub-domains of counterproductive behaviors, specifically those examining aggression and social undermining, has also acknowledged that ICWBs can extend beyond the more traditional "abuse" items that are person-focused in nature, to include those that are task-focused.

In the aggression literature, researchers have segregated aggressive behaviors into three factors, namely expressions of hostility (e.g., giving dirty looks or making obscene gestures to someone); overt aggression (e.g., physically assaulting someone; destroying or stealing organization's or other workers' property); and obstructionism (e.g., interfering with someone's work; intentional work slowdowns) (Neuman & Baron, 1998). In particular, the last category, obstructionism, differs from the other two in that it encompasses task-focused ICWBs, and captures behaviors that are designed to "impede an *individual's* ability to perform his or her job or interfere with an *organization's* ability to meet its objectives" (Neuman & Baron, 1997, p. 398, italics added). However, beyond including task-focused CWBs directed at other workers, this category also incorporates behaviors directed at the organization, such as intentional work slowdowns and making others delay action on important matters. Thus, while obstructionism

subsumes behaviors that are task-focused in nature, it falls short of distinguishing whether the organization or another worker is the intended target of such behaviors.

The literature in social undermining, focusing on negative behaviors from the victims' perspective, examines undermining behaviors that are "intended to hinder, over time, the ability to establish and maintain positive interpersonal relationships, work-related success, and favorable reputation" (Duffy, Ganster, & Pagon, 2002, p. 332). This stream of research also recognizes the fact that negative behaviors can be aimed at harming someone's personal well-being and social relationships (e.g., insulting someone), or his/her work performance (e.g., giving incorrect or misleading information about the job). However, while such behaviors are distinguished conceptually, the operationalization of the undermining construct involved aggregating the various behaviors into one overall measure; as such, this stream of research falls short of empirically distinguishing between different forms of ICWBs and their antecedents.

Finally, closely related is a study by Gruys and Sackett (2003) that examined the dimensionality of CWBs, and not only replicated the commonly established organizational-interpersonal dimension found in prior research, but also revealed a second "task relevance" dimension capturing whether behaviors are relevant to tasks performed within the context of an employee's job. However, while this dimension looks at whether the counterproductive behavior is enacted in the performance of the *focal employee's* job, it does not capture whether the behavior is directed at *other workers'* task performance. To illustrate, employees' unsafe behaviors (e.g., failing to read safety manual; not following safety procedures) fall under the interpersonal, task-relevant category in that study; however, these behaviors are task-relevant only in the sense that they are enacted while the focal employee is performing his/her job, but they are not necessarily aimed at harming a worker's task performance.

Overall then, based on the notion that interpersonal behaviors, both positive and negative, can be task-focused or person-focused in nature, and the fact that existing ICWB measures do not make this distinction, the present study proposes that ICWBs can be segregated and measured based on two distinct categories. Specifically, ICWBs can extend beyond person-focused ICWBs that constitute abuse against another person's physical or psychological well-being and include more task-focused ICWBs aimed at harming another's task-related performance.

Relational Stressors as Predictors of Task-Focused and Person-Focused ICWBs

Studies in CWB have been done to uncover the drivers of such behaviors, and it has been established that individual differences (e.g., conscientiousness), job characteristics (e.g., job stressors) and organizational characteristics (e.g., organizational justice) can all determine individuals' tendency to engage in CWBs (e.g., Bruk-Lee & Spector, 2006; Dalal, 2005; Lau, Au, & Ho, 2003). In the context of ICWBs, in particular, meta-analytic studies have demonstrated that such interpersonal behaviors are more strongly driven by interpersonal-related variables such as one's agreeableness and interpersonal conflict, and less so by variables with less interpersonal content, such as conscientiousness and distributive injustice (Berry et al., 2007; Hershcovis et al., 2007). This then suggests that individuals will direct their ICWBs toward the source of their discontent, such that predictors of a social or interpersonal nature are particularly important in accounting for CWBs targeted at specific individuals (Hershcovis et al., 2007).

The premise in this study is that stressors deriving from interpersonal relationships and interactions (i.e., relational stressors) can lead individuals to engage in ICWBs, and this draws from the stressor-CWB model proposed by Spector and colleagues (Bruk-Lee & Spector, 2006; Fox et al., 2001; Spector & Fox, 2005). Broadly, this model maintains that counterproductive

behaviors are enacted as a response to stressors faced by employees, whereby stressors are defined as any stimuli that impose demands on an individual (Jex, 1998; LePine, Podsakoff, & LePine, 2005). A particular stressor of interest here is relational stressors, that is, stressors and demands deriving from one's interpersonal relationships with others in the workplace. While research has typically focused on the benefits of interpersonal relationships, such as social support and help, there is evidence that interpersonal interactions can also be negative or stressful (Labianca & Brass, 2006; Rook, 1984), and that "interpersonal relationships may be an important stressor for people at work" (Hahn, 2000, p. 730). In turn, based on the stressor-CWB model, such relational stressors are expected to spur individuals to engage in ICWBs, and the present study examines how two different forms of interpersonal relationships can serve as relational stressors that predict the two dimensions of ICWBs.

Research in social networks offers a cogent framework for categorizing interpersonal relationships at work and, by extension, different types of relational stressors (Lincoln & Miller, 1979). On the one hand, workplace relationships can be task-based in nature, consisting of relationships that arise in the course of performing one's work role. These include work-dependence relationships where one has to interact with a colleague to provide work resources to him/her as mandated by the organization's formal workflow structure, and advice-seeking or advice-giving relationships where one obtains or provides work-related advice to or from colleagues (e.g., Mehra, Kilduff, & Brass, 2001). Workplace relationships can also be affective in nature, comprising informal, affect-based social relations that can either enhance or impede organizational goals. Examples include friendship or liking relations (i.e., colleagues whom an individual likes or is friends with) and, on the flip side, dislike relations where an individual has negative affect and animosity toward a colleague. For the purpose of this study, I examine one

specific form of task-based ties – work-dependence relationships, and one form of affect-based ties – negative-affect relationships, and the stressors and demands that ensue from these relationships. The rationale for focusing on these two relationships is that they have been previously established to be potentially stress-inducing (Long, Kahn, & Schutz, 1992), and are thus in line with the current emphasis on relational stressors as predictors of ICWBs.

Work-Dependence Relational Stressor

Work-dependence relationships are defined as those where an employee is depended on by others in the workplace to provide them with work resources such as information and materials, and have been recognized in role theory and the felt accountability literature to be a stressor that imposes demands on an individual (Frink & Ferris, 1996; Hall et al., 2006; Karasek, 1979). Organizations have workflow structures that mandate an employee to interact with others in order to carry out his or her job tasks, and these formal work dependencies engender demands and expectations placed on the employee (Aubé, Rousseau, Mama, & Morin, 2009; Frink & Klimoski, 2004). These demands include the need to coordinate the delivery of work resources to or from colleagues, to manage the relationship with colleagues, and to avoid or resolve any conflict that can arise in the process of fulfilling one's work role (Wong, DeSanctis, & Staudenmayer, 2007). In turn, to the extent that employees have many colleagues who strongly depend on them, such work-dependence relationships are a form of relational stressor that will trigger some response from the employees.

In the felt accountability research, work dependencies are also acknowledged as a job stressor, in that they result in felt accountability toward others, which can then result in increased pressure and tension (Hochwarter, Perrewe, Hall, & Ferris, 2005). This is particularly so if the employees are accountable to many different sources who may have conflicting expectations and

demands on the employees (Frink & Klimoski, 2004), which in turn can lead to other stressors such as role conflict and role overload (Hall et al., 2006). In fact, researchers have specifically noted that being accountable to others may lead to dysfunctional behaviors and counterproductive behaviors (Schlenker, Weigold, & Doherty, 1991).

Individuals who face work-dependence relational stressors are expected to engage more frequently in task-focused ICWBs for at least two reasons. First, when an individual's stress derives from work-related demands, one of the most direct and immediate way to alleviate such a stressor is to target the source of the stress and not completely or immediately fulfill the job demands, such as by delaying responding to colleagues' requests or not providing them with needed resources. Such task-focused ICWBs are motivated by a work-based reason, specifically to cope with or relieve the stress arising from one's job demands, and are not necessarily undertaken with the intent to harm a colleague (Robinson & Bennett, 1997). Second, when an individual is depended on by colleagues to provide work resources, the individual is presented with the opportunity as well as the means to hinder the colleagues' task performance. Compared to an employee who is not depended on by many other workers, someone who is more central in the overall configuration of workflow dependence relationships will have more opportunities to engage in task-focused ICWBs toward a larger group of colleagues. Consequently, employees who experience more work-dependence stressor (i.e., have more and stronger work-dependence relationships with others) will have both higher *motivation* as well as more *opportunities* to enact task-focused ICWBs toward others.

Hypothesis 1: Work-dependence relational stressor will be positively related to task - focused ICWBs.

Negative-Affect Relational Stressor

While work-based interactions and relationships are an obvious source of workplace stressor, negative interpersonal relationships have also been established to be an important stressor at work (Hahn, 2000). I focus on negative-affect relationships in which an employee has negative feelings, dislike, or animosity toward another person (Labianca & Brass, 2006; Venkataramani & Dalal, 2007), because these have been demonstrated to adversely impact individuals' psychological well-being and satisfaction and act as a social stressor (Finch, Okum, Barrera, Zautra, & Reich, 1989; Rook, 1984). More pertinently, negative-affect relationships have been recently linked to CWBs, in that an individual who disliked another person was more inclined to engage in harmful behaviors against that person, because such feelings result in the personalization of conflict and the desire to vent one's dislike by harming the other party (Venkataramani & Dalal, 2007).

While Venkataramani and Dalal's (2007) study did not distinguish between task-focused and person-focused ICWBs, the present study proposes that to the extent that an individual has stronger and more negative-affect relationships with others, the relational stressor stemming from these relationships is likely to trigger counterproductive behaviors that are more personal in nature. First, prior research has suggested that positive and negative behaviors tend to be reciprocated in kind, such that individuals are inclined to exchange similar types of behaviors (Jung, 1990). To illustrate, an employee who experiences social or psychological stress stemming from others will be likely to reciprocate by inflicting similar types of stress on them, which then suggests more person-focused ICWBs targeted at the others' physical or psychological well-being. This does not imply that the specific nature of ICWB enacted by the individual will be an exact parallel of the others' actions, such that an individual will respond to,

say, a colleague's spreading of a harmful rumor by spreading a similar rumor about the colleague; rather, it is the general class or dimension of ICWBs that is expected to be similar.

A second reason for expecting negative-affect relational stressors to predict person-focused ICWBs relates to the greater opportunity to engage in such behaviors as opposed to enacting task-focused ICWBs. Unlike work-dependence relational stressors which, by their very nature, derive from work relationships, negative-affect relational stressors do not necessarily develop only from work interactions and, instead, can be rooted in interpersonal differences or personal prejudices as well (Labianca & Brass, 2006). In those instances, even if an employee may be inclined to engage in task-focused ICWBs against those whom he/she dislikes, the employee may not readily have the opportunity to harm the targets' work performance (e.g., by withholding resources, by creating additional work for them) if few of them depend on the employee for work resources or support. In contrast, person-focused ICWBs are more easily enacted in that they do not require the existence of a work-based relationship with the target, and thus may be a more accessible means for one to express his/her negative affect toward others.

Hypothesis 2: Negative-affect relational stressor will be positively related to person-focused ICWBs.

As an extension of the previous argument, it is also expected that work-dependence relational stressor will be a stronger predictor of task-focused ICWBs, compared to negative-affect relational stressor as a predictor. To the extent that work-dependence relational stressor, and the task-based relationships from which it ensues, provides the opportunity for one to engage in task-focused ICWBs more easily, this work-dependence stressor is likely to be more predictive of task-focused ICWBs compared to negative-affect relational stressor, which is not necessarily predicated on work relationships. On the other hand, work-dependence relational

stressor is expected to be a weaker predictor, compared to negative-affect relational stressor, of person-focused ICWBs. This derives from the earlier argument that experiencing work-based stressors will likely trigger behaviors targeted toward alleviating such work demands (e.g., delaying the fulfillment of others' work requests), but engaging in person-focused ICWBs that harm others' physical and psychological well-being is not necessarily the most direct and effective means of relieving such work stressors. As such, work-dependence relational stressor is not expected to be as strongly predictive of person-focused ICWBs as negative-affect relational stressor, which is based on personal dislike of others and is likely to trigger ICWBs that are targeted at harming the others' well-being.

Hypothesis 3: Compared to negative-affect relational stressor, work-dependence relational stressor will be more strongly related to task-focused ICWBs.

Hypothesis 4: Compared to work-dependence relational stressor, negative-affect relational stressor will be more strongly related to person-focused ICWBs.

Moderating Role of Trait Competitiveness

The notion that individuals' behaviors are determined by an interplay of both personal and situational factors is widely established in social and interactional psychology, where it has been demonstrated that individuals' personality can influence their construction of and response to a situation (Schneider, 1983). In the stress literature, a similar set of findings has emerged, in that individuals' responses to the same stressors vary depending on their personality traits and individual differences, and these traits can serve to either constrain or amplify their reactions to stress (e.g., Bolger & Zuckerman, 1995; O'Driscoll & Dewe, 2001).

Two key theories have been advanced to understand the moderating role of personality traits in the stressor-strain relationship. The cognitive appraisal approach advanced by Lazarus

and Folkman (Lazarus, 1991; Lazarus & Folkman, 1984) argues that individuals' responses to stressors vary according to individual differences, and that such differences influence the way that people appraise and cope with stressors. Specifically, in the primary appraisal stage of the process, individual differences can determine whether a stressor or stimulus is assessed as potentially threatening or potentially challenging; in turn, the individual's reactions to that stressor can be positive or negative. Along somewhat similar lines, the differential reactivity model proposed by Bolger and Zuckerman (1995) also recognizes that personality traits, such as one's locus of control, hardiness, and self-consciousness, can either accentuate or buffer the impact of stressors on an individual's subsequent reactions. Consequently, people who are high on certain traits would react differently than those who are low on those traits.

In the context of CWBs, researchers have also acknowledged the need to consider both situational and personal characteristics when predicting CWBs (Sackett & DeVore, 2001). To this end, prior research has examined a variety of personality traits as moderators, including trait anger, conscientiousness, and emotional stability (e.g., Fox et al., 2001). In the current study, I focus on one specific individual trait, competitiveness, as a moderator in the link between the two relational stressors and ICWBs. The rationale for examining competitiveness is twofold: first, this trait has high relevance in a workplace context where employees are expected to cooperate with one another to get things done, but yet also implicitly or explicitly compete with each other for various work resources (e.g., budget, supervisor's time) and opportunities (e.g., promotions, raises). As such, trait competitiveness is likely to determine the extent to which individuals engage in CWBs against colleagues who have a relationship with them, so as to gain a relative advantage over these workers. Second, prior job stress research has extensively examined the moderating role of Type A personality, which subsumes trait competitiveness, but

failed to find consistent evidence of moderating effect (e.g., Payne, 1988). This could be because Type A personality encompasses several different dimensions including competitiveness, hostility, and anger, and examining it as a broad construct may mask potential moderating effects of more fine-grained dimensions (O'Driscoll & Dewe, 2001). Consequently, it has been suggested that focus be placed on examining the moderating roles of more specific traits such as competitiveness.

In line with this proposition, the present study focuses on trait competitiveness, which is construed as an individual difference that captures individuals' desire to win in interpersonal situations (Smither & Houston, 1992). Its interpersonal characteristic also makes it a particularly appropriate moderator given that the proposed predictors and outcomes in this study are interpersonal in nature. Prior research has recognized that while competitiveness can be a positive trait in that it motivates people to work hard toward accomplishing goals, it can also be negative by driving people to do whatever it takes, including committing unlawful acts and engaging in interpersonal counterproductive behaviors, in order to win (Houston, McIntire, Kinnie, & Terry, 2002; Jelinek & Ahearne, 2010). Furthermore, individuals high in competitiveness tend to adopt a differentiation mindset that pits themselves against others, compared to those who are low in competitiveness and, in turn, tend to adopt an integration mindset that emphasizes their similarities to others (Stapel & Koomen, 2005).

These characteristics of trait competitiveness suggest that individuals who are more competitive may not react well to people who are perceived as relational stressors, and the cognitive appraisal model suggests several ways in which this trait can play a moderating role. In the context of work-dependence relational stressor, if a competitive individual has many colleagues who strongly depend on him/her and make multiple job demands, the individual may

be more likely to perceive these colleagues as taking him/her away from achieving his/her own work goals, and thus assess them as potential threats or hindrance in the primary appraisal stage of the cognitive process (Lazarus & Folkman, 1984). Furthermore, because of the individual's competitive mindset, he/she is more likely to view the colleagues as competitors who are fighting for the same organizational resources and opportunities (e.g., promotions, bonuses), rather than fellow employees with similarly pressing demands to meet and obligations to fulfill. Consequently, the competitive individual may be more inclined, compared to a less competitive counterpart, to cope with such stressors by engaging in task-focused ICWBs against them so as to hamper their performance and, in turn, enhance his/her own relative performance in relation to them.

Hypothesis 5: Trait competitiveness will moderate the positive relationship between work-dependence relational stressor and task-focused ICWBs such that it will be stronger at higher levels of trait competitiveness.

Based on similar cognitive appraisal arguments, I expect the same pattern of moderation in the relationship between negative-affect relational stressor and person-focused ICWBs. Because trait competitiveness is associated with a differentiation mindset (Stapel & Koomen, 2005), a highly competitive individual is more likely to appraise those colleagues whom he/she dislikes as being dissimilar. This tendency to view the disliked others as different may serve to exaggerate the competitive individual's negative reactions toward them, including being more inclined to inflict harm on them. Additionally, the competitive individual's desire to be better than others would likely spur him/her on to engage in more detrimental acts so as to derive some advantage over them.

Hypothesis 6: Trait competitiveness will moderate the positive relationship between negative-affect relational stressor and person-focused ICWBs such that it will be stronger at higher levels of trait competitiveness.

Methods

Phase 1 - Item Generation and Validation

I used both deductive and inductive approaches to generate items measuring ICWBs. The deductive phase involved generating a list of task- and person-focused ICWBs from the relevant literature on counterproductive, deviant, aggressive, and other forms of dysfunctional workplace behaviors. Five studies that developed and refined CWB measures, and whose items were most commonly used in prior research, yielded the bulk of the ICWB items, the majority of which were of a person-focused nature (Bennett & Robinson, 2000; Gruys & Sackett, 2003; Neuman & Baron, 1998; Robinson & Bennett, 1995; Spector et al., 2006). To derive more items of a task-focused nature beyond those presented in these studies, additional works on social undermining and workplace obstructionism, including those reviewed earlier, were relied on (Baron & Neuman, 1998; Chen & Spector, 1992; Duffy et al., 2002; Duffy, Shaw, Scott, & Tepper, 2006).

To arrive at a more comprehensive list of task-focused ICWBs, an inductive approach was also adopted. 37 part-time MBA students and 21 employees from an electronics company were recruited; the participants had, on average, 7.39 years of full-time work experience, and 26 were male. They were asked to describe an incident where someone at work intentionally engaged in an act or behavior that was directed at interfering with an employee's work performance or hindering the employee from realizing his/her full work potential. These descriptions were then compared to the list of task-focused ICWB items obtained in the deductive phase and redundant descriptions removed. Across the two phases, 14 task-focused

ICWBs and 12 person-focused ICWBs were obtained. Following previous studies (Bennett & Robinson, 2000; Spector et al., 2006), these items were then presented to six faculty members and graduate students in organizational behavior, who classified each behavior according to whether it was of a more task-related or personal nature. With the exception of one task-focused item that could not be clearly categorized and was subsequently removed (“Refused to help someone”), all items were classified into the appropriate category, and the interrater agreement using Fleiss’ kappa was 0.95, indicating high agreement.

After item-generation, the next step involved validating the 25 items. A second different sample comprising 136 employees from various organizations (51% female; average full-time working experience of 10.9 years) was obtained through personal contacts. Each was presented with a questionnaire containing the 25 items and was asked to rate, on a 7-point scale ranging from 1 (never) to 7 (twice a week or more), the frequency to which they had engaged in each of the behaviors. Consistent with earlier approaches (e.g., Bennett & Robinson, 2000), a principal factor analysis with varimax rotation was conducted on the 25 items, and based on results from a scree test that indicated that a two-factor solution was most appropriate, I imposed a two-factor solution to the factor analysis. As presented in Table 1, eleven items loaded onto the first factor capturing behaviors of a task-related nature, while another eleven loaded onto a second factor capturing behaviors of a personal nature. Three items with cross-loadings were removed from the list. The task-focused ICWB items were internally consistent ($\alpha = .79$), as were those measuring person-focused ICWBs ($\alpha = .74$).

Phase 2 - Hypotheses-Testing: Participants and Procedures

After generating and validating the list of task- and person-focused ICWBs in the first phase of the study, the 22 items were used to test the hypotheses. In this second phase,

employees from two different organizations formed the target population. The first was a mid-sized furniture design and manufacturing firm with 106 office-based employees from various functional and administrative departments including Finance, Sales, Purchasing, and Research and Development. The second source consisted of 45 employees in the Marketing and Sales division of a manufacturer of pulp and paper products. Employees were assured that participation was voluntary and responses were confidential. Also, each questionnaire was coded with a number rather than the employee's name, and only the research team had access to the list linking each number to the corresponding employee. Of the 106 employees in the first organization, 87 (or 82.1%) returned usable questionnaires. Their average age was 33.1 years, the average tenure was 3.6 years, and 30 (or 34.5%) of them were male. In the second organization, 38 of the 45 employees (84.4%) returned usable questionnaires. The average respondent's age was 31.7 years, average tenure was 2.0 years, and 23 (or 60.5%) of them were male. In total, the sample size was 125, and as presented in Table 2, while respondents in each organization differed in gender, tenure, and organizational level, they were not significantly different across other key variables.

Measures

Task-focused and person-focused ICWBs. ICWBs were measured with the eleven task-focused items and eleven person-focused items generated earlier. Respondents indicated the frequency with which they had engaged in each of the behaviors. While the veracity of self-reports of CWBs has been questioned, there is some recent evidence that self-reports of such behaviors are in fact significantly correlated to other-reports of such behaviors (Spector et al., 2010). Furthermore, researchers have noted that using other-reports of CWBs may not

necessarily increase accuracy, given that such behaviors can be enacted when there are no colleagues, supervisors, or third-party observers around (Cohen-Charash & Mueller, 2007).

Work-dependence relational stressor. To measure respondents' relational stressor deriving from work-dependence relationships, a social network methodology was used to capture the extent to which each respondent had work-dependence relationships with others (e.g., Mehra et al., 2001). Respondents were provided with an alphabetical list of all the office staff, grouped by departments, and were asked to indicate the extent to which they sent workflow resources, such as materials, documents, and information, to every other employee as part of their formal work role. Because of the sizable number of employees that each respondent had to rate (105 other employees in the first organization, and 44 in the second), a single-item question was used to measure this variable. This approach is commonly adopted in social networks studies examining interpersonal relationships, and has been demonstrated to provide reliable measures when supplemented with the use of the roster method to facilitate recall (Marsden, 1990).

Respondents provided their answers for every employee listed in the roster using a 4-point scale ranging from 0 (not at all) to 3 (to a great extent). The overall strength of work-dependence relationships that each individual had in the organization was then computed by summing up that individual's ratings with respect to all other employees. Because the network size in the two organizations was different (106 and 45), a standardized measure of work-dependence relationships was obtained by dividing each respondent's total number of relationships by the respective network size, so as to allow for comparison between the two organizations (Wasserman & Faust, 1994). This measure was then used as an indicator of the extent to which each respondent experienced relational stressor stemming from work-dependence relationships.

Negative-affect relational stressor. A similar approach was adopted to measure the extent of relational stressor deriving from negative-affect relationships that each respondent had. Consistent with prior research (e.g., Labianca, Brass, & Gray, 1998), respondents indicated how they felt about each of the other employees using a 7-point Likert-type scale ranging from +3 (like a lot) to -3 (dislike a lot). Only the negative-valued scores were used in the measure of negative-affect relationships, and these scores were again summed up, multiplied by -1, and standardized by dividing them by the respective network size in order to arrive at each respondent's experience of relational stressor ensuing from negative-affect relationships.

Trait competitiveness. This construct was measured with five items from Wagner's (1995) Competition-Cooperation subscale (e.g., "Winning is everything"; "I feel that winning is important in both work and games"). Respondents indicated on a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree) the extent to which they agreed with each statement, and the scale was reliable ($\alpha = .77$).

Control variables. To account for possible differences in results due to different organizational affiliation, the organization that each respondent was from was controlled for (0 = paper company; 1 = furniture company). Furthermore, because prior research found gender and tenure differences in CWBs (Berry et al., 2007; Hershcovis et al., 2007; Lau et al., 2003), respondents' gender (0 = female; 1 = male) and tenure (measured in years) were included as control variables. To account for the possibility that individuals with more formal power may be more inclined to engage in ICWBs, respondents' organizational level in the firm's hierarchy was controlled using the following categorization: 1 = clerical level; 2 = professional level; 3 = assistant manager level; 4 = manager level; and 5 = director level. Finally, based on prior findings that individuals' trait anger predicted ICWBs (Fox & Spector, 1999), and that this trait

was an even stronger predictor than the more commonly-investigated trait of negative affect (Hershcovis et al., 2007), I controlled for respondents' trait anger. This was measured with five items selected from the Anger facet of the IPIP personality scales (Goldberg et al., 2006). While the original scale consisted of ten items, in the interest of conserving respondents' time and in view of the fact that several items were the negative version of other items (e.g., I get irritated easily; I rarely get irritated), I used the five positively-phrased items in the original scale. These items were measured with the same 7-point scale used for trait competitiveness, and α for this measure was .77.

Results

Because two task-focused items ("Damaged or sabotaged resources that someone needed"; "Stole or removed or hid resources that someone needed") and two person-focused items ("Threatened someone with physical violence"; "Hit or pushed someone") had zero variance across both organizations, they were eliminated from the analysis. A confirmatory factor analysis was conducted on the remaining items, with nine task-focused items reflecting one latent variable and nine person-focused items reflecting a second latent variable. The results supported the proposed measurement model and indicated acceptable fit ($\chi^2 = 224.79$, $df = 134$, $p < 0.01$, RMSEA = 0.07, CFI = 0.94, IFI = 0.94, NNFI = 0.92). The scale reliabilities for the task-focused items and person-focused item were .88 in both instances.

To examine the discriminant validity of this two-factor structure, this model was compared to a one-factor model where all 18 items loaded on one broad ICWB factor, and this model had a poorer fit than the two-factor model ($\chi^2 = 617.93$, $df = 135$, $p < 0.01$, RMSEA = 0.17, CFI = 0.75; IFI = 0.75, NNFI = 0.71). These results support the use of the two-factor model, and subsequent analyses were conducted using the two task-focused and person-focused

ICWB dimensions. Table 2 presents the descriptive statistics and correlations of the study variables. The correlation of .48 ($p < .01$) between task-focused and person-focused ICWBs suggests that while these two types of ICWBs are related, the coefficient is not so strong as to indicate that they measure the same thing, thereby providing further evidence that they are distinct.

To test the hypotheses, I conducted two sets of moderated hierarchical regression analyses predicting the two types of ICWBs, using mean-centered scores for the independent and moderating variables. The results for task-focused ICWBs are presented in Table 3; consistent with Hypothesis 1, the results in step 2 of the regression indicate that work-dependence relational stressor was positively related to task-focused ICWBs ($\beta = 0.23, p < .01$). At the same time, negative-affect relational stressor was also positively related to task-focused ICWBs ($\beta = 0.40, p < .01$). To test Hypothesis 3 on the comparative predictive power of the two forms of relational stressors, I conducted a relative weights analysis (Johnson, 2000; Johnson & LeBreton, 2004), which is one of the recommended ways to assess the relative importance or contribution of each predictor in multiple regression (Krasikova, LeBreton, & Tonidandel, 2011). The results indicated that in terms of predicting task-focused ICWBs, work-dependence relational stressor accounted for 20.4% of the predictable variance, while negative affect relational stressor accounted for 60.6%. Thus, the results failed to support Hypothesis 3.

To test Hypothesis 5 on the moderating role of trait competitiveness in predicting task-focused ICWBs, trait competitiveness was entered in step 3 of the regression, together with its interaction term with work-dependence relational stressor. Even though the interaction term was significant ($\beta = -0.23, p < .01$) and explained an additional 5% of variance over the main effects, the direction of the moderating effect was opposite to that predicted in Hypothesis 5. The

interaction effect is illustrated in Figure 1 that shows the regression lines at high (+1 *SD*) and low (-1 *SD*) levels of trait competitiveness (Cohen, Cohen, West, & Aiken, 2002). Contrary to the hypothesis, simple slope analyses revealed that the positive relationship between work-dependence relational stressor and task-focused ICWBs was weaker ($\beta = 0.01$, *ns*) when competitiveness was high, and stronger ($\beta = 0.65$, $p < .01$) when competitiveness was low.

Table 4 presents the results for person-focused ICWBs. Hypothesis 2 was supported in that negative-affect relational stressor was positively related to such ICWBs (step 2: $\beta = 0.33$, $p < .01$). Hypothesis 4 was also supported in that while negative-affect relational stressor was a significant predictor of person-focused ICWBs, work-dependence relational stressor was not ($\beta = 0.09$, *ns*). A relative weights analysis offered further support in that negative-affect relational stressor accounted for 65.3% of the predictable variance, while work-dependence relational stressor accounted for only 13.0%. Finally, as indicated in step 3 of the regression analysis presented in Table 4, Hypothesis 6 was supported in that the interaction term between negative-affect relational stressor and trait competitiveness was significant ($\beta = 0.29$, $p < .01$), and the pattern of interaction was consistent with the hypothesized form. As shown in Figure 2, simple slope analyses showed that the positive relationship between negative-affect relational stressor and person-focused ICWBs was stronger when competitiveness was high ($\beta = 0.61$, $p < .01$), and weaker when competitiveness was low ($\beta = 0.19$, *ns*).

Discussion

This research offers a nuanced, fine-grained approach to conceptualizing and measuring interpersonal CWBs targeted at fellow workers, for which prior research has primarily emphasized the more personal forms aimed at harming other workers' physical or psychological well-being, and neglected those aimed at hindering task performance. The present study

addresses this gap by not only demonstrating that employees engage in ICWBs that go beyond person-focused behaviors to include those targeted at colleagues' performance, and also by showing that these two types of ICWBs are differentially predicted by relational stressors and their interaction with trait competitiveness. While prior research has advanced multiple ways of categorizing counterproductive behaviors, such as by specific types of behaviors (e.g., theft) and by different targets (e.g., organization- vs. interpersonal-targeted), the aim of this study is not to advance the one best way to conceptualizing such behaviors, but rather to offer one possible, more fine-grained alternative to thinking about interpersonal counterproductive behaviors.

The results demonstrate that workers differentiate ICWBs into task-focused ones that pertain directly to other workers' job performance, and those that are person-focused or socio-emotional in nature. Furthermore, each form of ICWB is predicted by work-based and/or affect-based relational stressors, and while the pattern of results is generally consistent with the hypotheses, there are some unexpected findings that shed light on the interplay between relational stressors, trait competitiveness, and task- vs. person-focused ICWBs. In terms of the two antecedents, work-dependence relational stressor positively predicted task-focused ICWBs as expected, whereas negative-affect relational stressor predicted not only person-focused ICWBs but also task-focused ones. The finding that negative-affect relational stressor drives both forms of ICWB suggests that individuals do not discriminate between these different forms of ICWB when they personally dislike others, but instead may use both types of behaviors as a way to vent their dislike and negative affect toward others. While unanticipated, this pattern of results could be explained by social psychological research documenting that negative social relationships in the workplace can be particularly distressing (Long et al., 1992; Rook, 1984), and the rarity of their occurrence makes them more salient and their impact greater (Labianca &

Brass, 2006). Thus, individuals who have more and stronger of such relationships are likely to be more unhappy, less satisfied, and have more negative experiences at work, which may then propel them to engage in task- and person-focused ICWBs as a way to vent these frustrations.

On the other hand, the finding that work-dependence relational stressor only results in task-focused ICWBs suggests that individuals do distinguish between both forms of counterproductive behaviors, and support the contention that employees cope with this source of stress by engaging in task-focused actions aimed at relieving their work load, rather than through person-focused ICWBs aimed at harming others' well-being. This finding also sheds light on prior research that failed to find support for the felt responsibility argument that individuals who were highly depended on were more likely to help colleagues because of a felt sense of responsibility (Settoon & Mossholder, 2002). Specifically, the results here suggest that such high work dependence may, in fact, be a source of stress and thereby lead to more counterproductive behaviors being enacted as a way to relieve such stress.

The moderating role of trait competitiveness also warrants some discussion, in particular the finding that its effect on the relationship between work-dependence relational stressor and task-focused ICWB was contrary to that predicted. While it was hypothesized that the effect of work-dependence relational stressor on task-focused ICWB would be accentuated for more competitive individuals, the results indicate that the effect was in fact attenuated by competitiveness, such that more competitive people were less inclined than their less competitive counterparts to engage in task-focused ICWBs in the presence of work-dependence stressor. One potential explanation derives from research in challenge and hindrance stressors, which distinguished stressors into those demands that are viewed as opportunities for personal growth and achievement (i.e., challenge stressors), and those that are viewed as obstacles to personal

growth and that interfere with one's ability to achieve valued goals (i.e., hindrance stressors) (Cavanaugh, Boswell, Roehling, & Boudreau, 2000). In the context of this study, work-dependence stressor may in fact be viewed by highly competitive individuals as a challenge stressor, in that their desire to succeed in the workplace induces them to view the high job demands from others as an opportunity to demonstrate their competence and achievement to fellow workers, and to learn and grow from such demands. This argument is also consistent with a person-environment fit perspective of stress (Caplan, Cobb, French, Van Harrison, & Pinneau, 1980; French, Caplan, & Harrison, 1982), in that high job demands are congruent with highly competitive individuals' desire to outperform others. As such, these individuals may in fact thrive when faced with such challenge stressors, and thus are less inclined to respond by engaging in task-focused ICWBs, compared to less competitive individuals. The latter, on the other hand, may view these work-based demands as a hindrance stressor that takes up their time and energy and detract them from other non-work-related goals, and this lack of fit between their personality trait and the environmental demands will then trigger task-focused ICWBs in response to what is perceived as a hindrance stressor. A second explanation is that engaging in such behaviors serves as an indication to others that the individual is unable to cope with work demands, and this can be potentially harmful to the individual's performance reputation. Consequently, because of such reputational effects, competitive individuals may be less inclined to engage in task-focused ICWBs even under stressful situations.

In contrast, competitiveness plays a different moderating role in the relationship between negative-affect relational stressor and person-focused ICWBs, such that more competitive individuals were more inclined to engage in person-focused ICWBs as their negative-affect relational stressor increased. This supports the notion that competitiveness engenders a

differentiation mindset that pits an individual against others, such that competitive individuals are more inclined to engage in ICWBs as their stress increases. Because affect-based stressor, unlike work-based stressor deriving from having many dependent colleagues, does not provide opportunities for competitive individuals to demonstrate their work competence, they are more likely to view it as a hindrance stressor that has little relevance to their work success and, in fact, detracts them from achieving work-related goals. Consequently, these individuals may feel less constrained to react negatively to such affect-based stressors by engaging in person-focused ICWBs that have no direct bearing on their performance reputation. Furthermore, because competitiveness encompasses having a more contentious, argumentative nature (Harris & Houston, 2010), competitive individuals may be more inclined to engage in antagonistic, person-focused ICWBs against those whom they dislike.

Research and Managerial Implications

From a research standpoint, this study contributes to the CWB literature by addressing researchers' call for more fine-grained research that examines specific forms of CWBs and their different underlying causes (Bowling & Gruys, 2010; Spector et al., 2006). It extends prior research by demonstrating that ICWBs can go beyond the traditional person-focused, abuse types of behaviors that target other workers' well-being, and can encompass task-focused behaviors that directly impact others' work performance. Additionally, this study reveals that work-based and affect-based relational stressors have differential effects on these two categories of ICWBs, with trait competitiveness moderating these effects in contrasting ways.

The findings here imply that it may be beneficial for researchers looking at ICWBs to distinguish between the two categories of behavior, especially in view of the fact that they can have different antecedents and, potentially, different consequences. Examining ICWBs as one

broad category fails to reveal important differential relationships with other variables and limits our understanding of what motivates such behaviors and the nature of their effects. Ultimately, however, as advocated by Spector et al. (2006), the decision of whether to examine all forms of CWB under one umbrella construct, or to distinguish them based on various factors should be driven by the research question/s and the phenomenon being addressed, and the two ICWB dimensions presented here are one possible way of conceptualizing such behaviors. For instance, if organizations and researchers are interested in reducing employees' task-focused ICWBs, they should measure this specific form of CWB using the items presented in this study. If, however, the goal is to understand employees' enactment of CWBs in general, including those targeted at the organization and other workers, a broader and more encompassing measure of CWB would be appropriate.

From a practical standpoint, this study highlights the importance of managing workplace relationships. The finding that negative-affect relational stressors impact both task- and person-focused ICWBs underscores the importance of preventing these relationships from occurring in the workplace, as well as managing interpersonal conflict among employees. Prior research offers some insights on how to accomplish these, such as putting workers through an intense cooperative experience, and fostering organizational norms and a work culture that discourage dysfunctional behaviors toward others (e.g., Casciaro & Lobos, 2005). Furthermore, while work-dependence relational stressors can result in more task-focused ICWBs, this may be less of an issue with employees with high trait competitiveness, and so managers can target more of their efforts at managing the work demands of less competitive individuals. Bearing in mind that this moderating effect was contrary to the original hypothesis, this recommendation should be

viewed as a tentative one, and further replication of this effect is desirable in order for this to become an unqualified recommendation.

Limitations and Future Research

Because the results of this study are obtained from employees in two organizations, it is unclear whether the pattern of findings will generalize to workers in other organizations and contexts. To some extent, the fact that the respondents performed functions that exist in almost all organizations (e.g., sales, marketing, IT) suggests that the results should apply to other similar organizations. Nonetheless, further research is needed to replicate the current set of findings in order to increase their generalizability across different settings.

The issue of common method bias also warrants some consideration – although there is a potential for this bias given that the variables were measured in the same questionnaire, several remedies recommended in prior research were used to assess and mitigate against such a risk (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). First, the two predictor variables were measured using a social network response format that differs from the Likert-scale format used to measure the dependent variables. Second, Harman’s single-factor test was conducted and revealed that the variables did not load onto a single factor. Third, the fact that the discriminant validity test demonstrated that a two-factor structure of ICWB was superior to a one-factor structure suggests that common method variance did not drive the results. Finally, researchers have demonstrated that common method bias works *against* the detection of moderating effects and attenuates true interactions (Conway & Lance, 2010; Evans, 1985), and thus the fact that the present study not only revealed such effects, but also found differential relationships between the predictors and outcomes, indicates that this bias is not a major threat.

Several avenues exist to extend this study. Beyond replicating the two-factor structure of ICWBs presented here, research can explore the consequences of the two types of ICWBs. For example, task-focused ICWBs may be detrimental to the perpetrator's competence-based reputation in the firm, whereas person-focused ICWBs may threaten that person's likeability among colleagues. Another avenue is to extend the antecedents beyond the relational stressors examined here. While interpersonal relationships are ostensibly one of the most proximate factors driving interpersonal behaviors, research has noted that CWBs may be affected by other organizational, social, and individual factors. Thus, our understanding of the forces influencing the two forms of ICWBs would benefit from a more extensive examination of these antecedents. Third, research can extend the ways in which the CWB items are worded, and the perspectives from which CWB is assessed. While the wording of the ICWB items here parallels that in prior research, subsequent work can further refine the items by including "intentionally" to the phrasing, so as to be consistent with the conceptualization of CWBs as intentional, rather than accidental, behaviors. Furthermore, the two-factor structure presented in this study would benefit from replication using other-reports, such as those from peers, supervisors, and victims.

In conclusion, this study demonstrates that interpersonal counterproductive behaviors can be distinguished into those targeted at other workers' task performance and at their personal well-being. In turn, each category of these behaviors is differentially driven by relational stressors and moderated by one's trait competitiveness in opposite ways. Overall, this study advances a more fine-grained perspective to thinking about and understanding interpersonal counterproductive behaviors in the workplace.

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Table 1

Factor Loadings of ICWB Items: Phase 1

Item	Factor loadings ^a	
	Task-focused ICWB	Person-focused ICWB
1. Failed to return someone's phone calls or respond to memos	.44	.03
2. Failed to defend someone's plans to others	.53	.26
3. Failed to warn someone of upcoming work problems or issues	.54	.12
4. Delayed work to make someone look bad or slow someone down	.57	-.08
5. Caused others to delay action to slow someone down	.55	.09
6. Repeatedly interrupted someone while he/she worked or spoke	.62	.02
7. Created unnecessary work for someone to do	.49	.09
8. Withheld or prevented someone's access to needed information	.41	.17
9. Refused to provide needed resources (e.g., equipment, supplies) to someone	.42	.08
10. Damaged or sabotaged resources that someone needed	.66	.00
11. Stole, removed, or hid resources that someone needed	.40	.18
12. Gave incorrect or misleading information to someone	.24	.29
13. Unnecessarily used resources that someone needed	.28	.21
14. Deliberately ignored someone	.23	.38
15. Acted rudely to someone	.11	.47
16. Started or continued a harmful rumor about someone	.19	.61
17. Made a religious, racial, or ethnic remark against someone	.10	.35
18. Insulted or made fun of someone	.11	.60
19. Started an argument with someone	.03	.22
20. Made an obscene gesture or comment to someone	.12	.56

Table 1 (cont'd)

Factor Loadings of ICWB Items: Phase 1

Item	Factor loadings ^a	
	Task-focused ICWB	Person-focused ICWB
21. Publicly teased or embarrassed someone	.10	.41
22. Looked at someone's private mail or property without permission	.05	.43
23. Threatened someone, but not physically	.03	.58
24. Threatened someone with physical violence	-.07	.72
25. Hit or pushed someone	-.01	.62
% of variance explained	20.33	11.67

^a Numbers in bold indicate dominant factor loadings.

Table 2

Means, Standard Deviations, and Correlations for Study Variables: Phase 2

Variables	Mean	s.d.	1	2	3	4	5	6	7	8	9
1. Organization	0.70	0.46									
2. Gender	0.42	0.50	-.24**								
3. Tenure	3.12	3.44	.21*	.02							
4. Organizational level	2.06	1.13	-.33**	.05	.25**						
5. Trait anger	3.39	1.02	.05	-.03	.02	-.07					
6. Work-dependence relational stressor	0.42	0.28	-.02	.19*	.11	.16	.12				
7. Negative-affect relational stressor	0.04	0.08	.07	-.14	.07	.09	.21*	.24**			
8. Trait competitiveness	3.76	1.22	.04	.16	.19*	.02	.17	.17	.06		
9. Task-focused ICWB	15.86	7.02	-.04	-.19*	-.07	-.04	.04	.26**	.45**	.01	
10. Person-focused ICWB	10.53	2.36	.03	.03	.04	.12	.19*	.21*	.37**	.04	.48**

* $p < .05$. ** $p < .01$.

Table 3

Results of Hierarchical Regression Analysis Predicting Task-Focused ICWB

Predictor	Step 1	Step 2	Step 3
<u>Control variables</u>			
Organization	-.09	-.07	-.07
Gender	-.21*	-.20*	-.22**
Tenure	-.05	-.09	-.08
Organizational level	.02	-.06	-.07
Trait anger	.04	-.08	-.05
<u>Independent variables</u>			
Work-dependence relational stressor		.23**	.29**
Negative-affect relational stressor		.40**	.34**
<u>Moderator</u>			
Trait competitiveness			.01
<u>Interaction term</u>			
Work-dependence stressor X trait competitiveness			-.23**
<i>F</i>	1.22	6.55	6.23
<i>R</i> ²	.05	.28**	.33**
ΔR^2 from prior step	-	.23**	.05**

Note: Standardized regression coefficients are presented.

* $p < .05$. ** $p < .01$.

Table 4

Results of Hierarchical Regression Analysis Predicting Person-Focused ICWB

Predictor	Step 1	Step 2	Step 3
<u>Control variables</u>			
Organization	-.02	-.01	.02
Gender	.02	-.05	.11
Tenure	.00	-.02	.05
Organizational level	.14	.09	.05
Trait anger	.20*	.12	.17
<u>Independent variables</u>			
Work-dependence relational stressor		.09	.11
Negative-affect relational stressor		.33**	.36**
<u>Moderator</u>			
Trait competitiveness			-.07
<u>Interaction term</u>			
Negative-affect stressor X trait competitiveness			.29**
<i>F</i>	1.40	3.52	4.22
<i>R</i> ²	.06	.17**	.25**
ΔR^2 from prior step	-	.12**	.07**

Note: Standardized regression coefficients are presented.

* $p < .05$. ** $p < .01$.

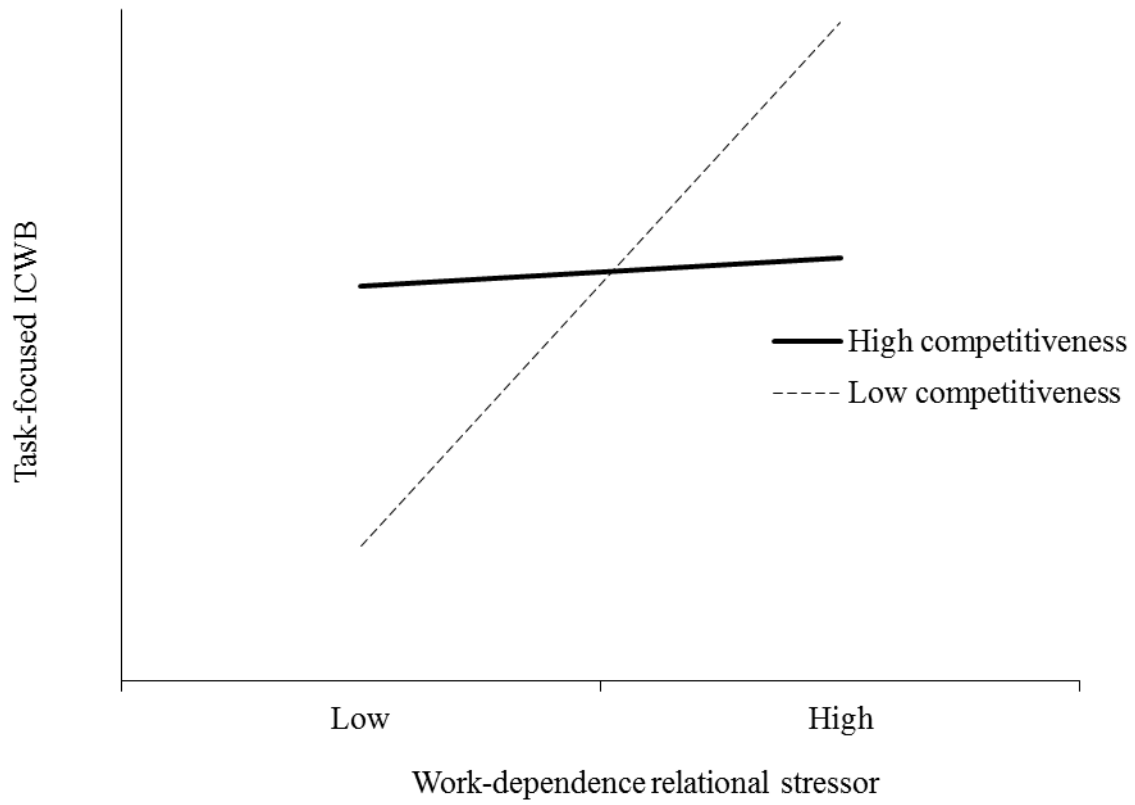


Figure 1. Interaction between work-dependence relational stressor and trait competitiveness predicting task-focused ICWB

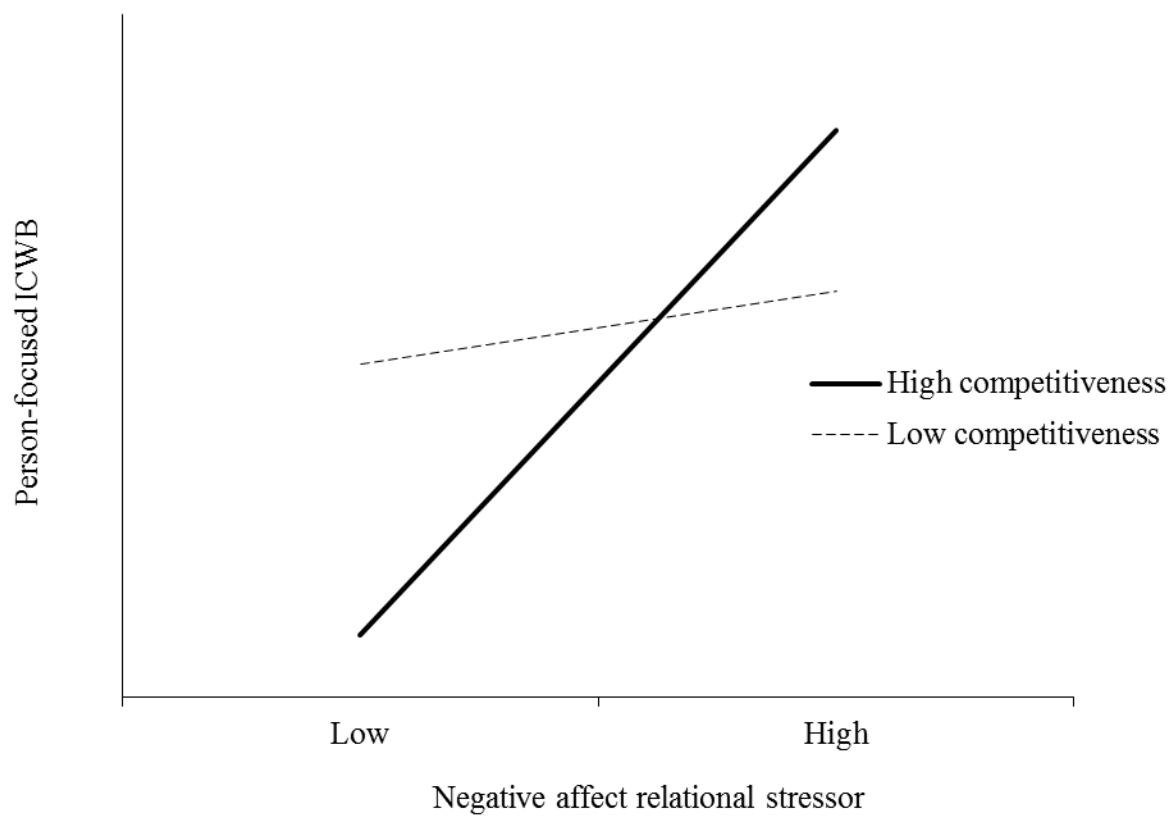


Figure 2. Interaction between negative-affect relational stressor and trait competitiveness predicting person-focused ICWB