

**Web Appendix B:** Mediation tests for supervisor and coworker ostracism without self-esteem items (Study 3)

	<b>Customer Control Value</b>	<b>Customer Control Value</b>	<b>Threatened Efficacy Needs</b>	<b>Threatened Relational Needs</b>	<b>Customer Control Value</b>
<i>Control variables</i>					
Supervisor ostracism ( <b>H<sub>1</sub></b> )	-.22*		.54**	.12	-.14
Coworker ostracism	.15		.02	.24*	.14
Threatened efficacy needs		-.18*			-.15 <sup>†</sup>
Threatened relational needs		.06			.06
Total R <sup>2</sup>	.10*	.11*	.38**	.33**	.12*
	<b>Customer Relational Value</b>	<b>Customer Relational Value</b>	<b>Threatened Efficacy Needs</b>	<b>Threatened Relational Needs</b>	<b>Customer Relational Value</b>
<i>Control variables</i>					
Supervisor ostracism	-.09		.54**	.13	-.06
Coworker ostracism ( <b>H<sub>2</sub></b> )	.22*		.02	.26**	.19
Threatened efficacy needs		-.09			-.09
Threatened relational needs		.16*			.14 <sup>†</sup>
Total R <sup>2</sup>	.16*	.16*	.38**	.33**	.18*

\*\* $p < .01$ ; \*  $p < .05$ ; <sup>†</sup>  $p < .10$ .

**Web Appendix B: Mediation tests for supervisor and coworker ostracism without self-esteem items (Study 3) (Cont'd)**

<i>Extendedness of Customer Relationship as the Moderator</i>	Model 1: (DV = Relational Value)	Model 2: (DV = Threatened Relational Needs)	Model 3: (DV = Relational Value)
<i>Control variables</i>			
Coworker ostracism	.306**	.322**	.272*
Extendedness of customer relationship (ECR)	-.372	-.231	-.319
Coworker ostracism × ECR	.200**	.077	.178*
Threatened relational needs			.097
Threatened relational needs × ECR			.168**
Model $R^2$	.207**	.330**	.255**
Simple effect of coworker ostracism on threatened relational needs:		High ECR (+1 <i>SD</i> ): .322 + (.077)(.99) = .398/Low ECR (-1 <i>SD</i> ): .322 + (.077)(-.99) = .246	
Simple effect of threatened relational needs on relational value:		High ECR (+1 <i>SD</i> ): .097 + (.168)(.99) = .263/Low ECR (-1 <i>SD</i> ): .097 + (.168)(-.99) = -.079	
Total indirect effect of coworker ostracism on relational value through threatened relational needs:		High ECR (+1 <i>SD</i> ): .398 x .263 = .11 Low ECR (-1 <i>SD</i> ): .246 x -.079 = -.02	

\*\* $p < .01$ ; \* $p < .05$ ; † $p < .10$ .

Note: The control variables included supervisor-provided company tenure and sex; employee-provided company tenure, sex, relationship length with the supervisor, client, and coworker, and personality traits of extroversion and optimism; customer-provided sex, age, education, interaction frequency with the employee via face to face and by telephone, and customers' purchase volume in the previous year. Among them, the following variables exert significant effects on the threatened needs or customer coproduction values: employee company tenure, relationship length with coworker and supervisor, customer age, gender, customers' interaction frequency (face to face and telephone) with employees, and purchase volume in the previous year. Detailed results are available upon request.