

Web Appendix C: Distinctive effects of forms of workplace ostracism activities (Active criticism versus passive neglect) (Study 3)

Supervisor	Threatened Efficacy Needs	Threatened Relational Needs
<i>Control Variables</i>		
Employee company tenure	-.01	.05**
Interaction frequency (face to face)	-.47**	.18*
Interaction frequency (phone)	.51**	.14
Relationship with coworker	.01 [†]	-.03**
Relationship with supervisor	-.01	-.03**
Optimism	-.14*	-.08
<i>Independent Variables</i>		
Supervisor active criticism	.27*	.42**
Supervisor passive neglect	.28*	-.19
Total R^2	.38**	.34**

Coworkers	Threatened Efficacy Needs	Threatened Relational Needs
<i>Control Variables</i>		
Employee company tenure	-.01	.04**
Interaction frequency (face to face)	-.45**	.18*
Interaction frequency (phone)	.48**	.12
Relationship with coworker	.01	-.03**
Relationship with supervisor	.00	-.02 [†]
Extroversion	-.15*	
<i>Independent Variables</i>		
Coworker active criticism	.13	.48**
Coworker passive neglect	.16	-.12
Total R^2	.27**	.37**

** $p < .01$; * $p < .05$; [†] $p < .10$.

Notes: The control variables included in the model are the same as those in Web Appendix B. Among them, the following variables exert significant effects on the threatened needs: employee company tenure, relationship length with coworker and supervisor, extroversion, and customers' interaction frequency (face to face and telephone) with employees. Detailed results are available upon request.