

Online Supplement D: Study 2B Results with Control Variables

The tables below contain the results and additional items for Study 2b's moderated regression analyses with control variables.

Moderated Regression Results with Controls for Study 2b


	Leader Effectiveness (In-basket Exercise)	
<i>Coefficients</i>	<i>Effect</i>	<i>SE</i>
Intercept	-238.17**	21.33
<i>Control Variables</i>		
Recipient Overall Performance	-1.40	3.92
First Time Issue (1 = Yes, 0 = No)	-.48	7.46
Privacy of Feedback	.19	3.66
Recipient Challenge of Feedback	-1.78	3.67
Feedback Delivery (1 = Problem Solving Approach, 0 = Other)	7.58	7.29
Formal vs. Informal Feedback (1 = Formal; 0 = Informal)	-6.11	11.02
Leader Workload	2.96	4.98
Leader Job Demands	-6.12	5.43
Span of Control	-.05	.25
<i>Independent Variables</i>		
Feedback Recipient Anxiety	-6.79	5.25
Feedback Recipient Anger	-9.49 [†]	5.45
Leader Trait Empathy	-4.23	4.94
Leader Trait Empathy × Feedback Leader Recipient Anxiety	4.35	6.67
Leader Trait Empathy × Feedback Recipient Anger	-16.68**	5.48
<i>R</i> ²	.15**	.04

Note: *N* = 222.

** *p* < .01

[†] *p* < .10

Items Not Reported in Manuscript Used in Study 2b's Moderated Regression Analysis with Controls

Construct	Items
Recipient Overall Performance (Wright & Cropanzano, 2000)	Overall, how would you rate the feedback recipient's performance over the past year? 1(<i>Poor</i>) to 5(<i>Excellent</i>)
Whether Feedback is for a First Time Issue (ad hoc)	Was this the first time that you had to provide negative feedback to this employee about this same issue? (1 = <i>Yes</i> ; 0 = <i>No</i>)
Privacy of Feedback (adapted from Belschak & Den Hartog, 2009)	Thinking about the feedback you just described, the feedback was given in a setting that was: 1(<i>Completely Public</i>) to 5(<i>Completely Private</i>)
Recipient Challenging the Feedback (2-items; ad hoc; $\alpha = .94$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) The feedback recipient expressed disagreement to me about the feedback that I provided. The feedback recipient challenged me regarding the feedback that I provided.
Feedback Delivery Approach (ad hoc)	Which of the following feedback approaches <u>best</u> represents the feedback you provided? (1 = <i>Problem Solving Approach</i> ; 0 = <i>Other</i>) <ul style="list-style-type: none"> • Tell-and-sell approach: I told the employee how I rated/evaluated him/her and then justified my ratings. • Tell-and-listen: I told my employee how I rated him/her and then let him/her tell his/her side of the story. • Problem-solving approach: The employee and I worked together to solve problems (i.e., had a two-way discussion to find the cause of any performance issues and possible solutions) in an environment of respect and encouragement. • Other (please describe)
Formal vs. Informal Feedback (ad hoc)	Was this feedback part of a formal performance review? (1 = <i>Yes</i> ; 0 = <i>No</i>)
Leader Workload (Spector & Jex, 1998; 5-items; $\alpha = .85$)	Used with permission from Paul Spector, PhD. A full list of the items can be found at: http://paulspector.com/scales/our-assessments/quantitative-workload-inventory-gwi/ 
Leader Job Demands (4-items; adapted from McGonagle, Fisher, Barnes-Farrell, & Grosch, 2015; emotionally demanding item ad hoc; $\alpha = .66$)	1(<i>Not at All</i>) to 5(<i>To a Very Large Extent</i>). To what extent is your job physically demanding? To what extent is your job emotionally demanding? To what extent is your job cognitively/mentally demanding? To what extent is your job interpersonally demanding?

Span of Control (square root transformation)	How many employees do you supervise?
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Note. All constructs were assessed with a single item unless otherwise noted.