

Online Supplement A: Items Used for Study 1

Study 1 Items

Construct	Survey Items
Trait Empathy (Cloninger et al. 1994; 5 items; $\alpha = .73$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • I feel others' emotions. • I anticipate the needs of others. • I am concerned about others. • I make people feel welcome. • I take time out for others.
Negative Feedback (adapted from Steelman et al., 2004; 3 items; $\alpha = .93$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • I have told a subordinate that his/her work performance was not meeting organizational standards. • I have let a subordinate know that his/her job performance had fallen below what is expected. • I have told a subordinate that s/he made a mistake at work.
Attentiveness (Rodell & Judge; 2009; 3 items; Time 1 $\alpha = .77$; Time 2 $\alpha = .79$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • Attentive • Alert • Determined
Distress (Watson & Clark, 1999; 3 items; Time 1 $\alpha = .96$; Time 2 $\alpha = .96$; items reverse coded)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • Calm • Relaxed • At ease
Leader Effectiveness (adapted from de Hoogh, den Hartog, & Koopman, 2005; 3 items; $\alpha = .96$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • My overall functioning as a leader has been satisfactory. • I have been a very capable leader. • I have been effective as a leader.
Transformational Leadership (adapted from Bass & Avolio, 1997; 5 items; $\alpha = .94$)	1(<i>Strongly Disagree</i>) to 5(<i>Strongly Agree</i>) <ul style="list-style-type: none"> • Talked enthusiastically about what needs to be accomplished. • Talked optimistically about the future with a subordinate. • Expressed confidence that goals will be achieved. • Helped a subordinate develop their strengths. • Went beyond self-interest for the good of a subordinate.
Job Title	What is your job title?
Industry	What industry do you work in?
Organizational Tenure	Approximately how long have you been with the current organization?
Hours Worked	On average, how many hours a week do you work at your current job?

Gender	What is your gender? (1 = <i>Male</i> ; 2 = <i>Female</i> ; 3 = <i>Other</i>)
Race	<ul style="list-style-type: none">• Choose one or more races that you consider yourself to be. (1 = <i>White</i>; 2 = <i>Black or African American</i>; 3 = <i>American Indian or Alaska Native</i>; 4 = <i>Asian</i>; 5 = <i>Native Hawaiian or Pacific Islander</i>; 6 = <i>Other</i>)• Are you Spanish, Hispanic, or Latino? (1 = <i>Spanish</i>; 2 = <i>Hispanic</i>; 3 = <i>Latino</i>; 4 = <i>None</i>)