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## Employees' insecure attachment styles and time theft: a moderated mediated model

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**Abstract:** This paper investigates the influence of insecure attachment (avoidance and anxiety) style on employee time theft with mediating role of emotional exhaustion and moderating role of supervisor aggression. To empirically study the proposed relationships, we collected data from 440 employees of the service industry in Pakistan and analysed using AMOS 22 and SPSS 19. After data screening and confirming the reliability and validity of the study variables, mediation and moderation analysis were conducted. Results revealed that emotional exhaustion mediates the relationship between insecure attachment style and employee theft. Study results further reveal that supervisor aggression moderates the relationship between insecure attachment style and emotional exhaustion. Hence all proposed hypotheses were proved.

**Keywords:** insecure attachment style; supervisor aggression; employee time theft; emotional exhaustion; conservation of resources; COR; theory.

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## 1 Introduction

Scholars have been paying much attention to workplace deviant behaviour in recent years where the majority of earlier research has been on aggressive behaviour and counterproductive behaviour (Berry et al., 2007; Cohen, 2016), neglecting hidden, less dangerous, but persistent and long-term detrimental employee behaviour – time theft. Employee time theft is defined as "time that employees waste or spend not working during their scheduled work hours" (Henle et al., 2010) and "use of company time for non-work-related pursuits" (Lorinkova and Perry, 2017). It includes any wastage of working time, such as involvement in personal activities like phubbing (e.g., surfing, shopping, gaming, watching the news, gambling) and excessive talking with coworkers. Unlike other deviant behaviour, time theft does not directly harm any other individual or organisation. However, time theft is harmful to businesses, and unfortunately, researchers have not paid enough attention to such deviant behaviour. Hence, to extend this research area, we believe it is vital to investigate the antecedents of employee time theft.

Attachment styles are a reflection of one's mental model. It is a relationship-based attribute that determines subjective perceptions of others and influences people's capacity and inclination to form connections (Kirrane et al., 2019). Attachment avoidance and attachment anxiety are the two primary forms of attachment styles. Anxious people have low self-perception, which results in an intense need for confirmation from others;

avoidant people distance themselves from others and prefer to avoid emotional contact and intimacy (Luu, 2017). Past research has found that employee attachment style impacts job satisfaction and burnout; and affects employees' mood, trust, mental well-being, and counterproductive behaviour in the workplace (Little et al., 2011; Ding et al., 2018). Similarly, most previous studies examined factors affecting time theft from the perspectives of employees' characteristics/attitudes and job complexity (Brock Baskin et al., 2017; Ding et al., 2018; Kirrane et al., 2019). With these facts in mind, we propose that employee attachment style directly influences employee time theft through emotional exhaustion under the moderating effect of supervisor aggression (SA).

Employing the conservation of resources theory (COR), this study states that employees who experience negative emotions deplete their personal resources. Emotional exhaustion is more likely to develop in such settings (Hobfoll, 1989). Individuals take some measures to retain individual resources to avoid excessive loss, and time theft is seen as an effective technique. Moreover, people behave differently in the presence of negative emotions or stress; individual traits (attachment style) strongly influence individuals' stress and behaviour. In short, our study adds literature on attachment style, SA, and time theft and makes a significant contribution to these areas. It first investigates the impact of employee attachment style on employee time theft. Secondly, it explains how emotional exhaustion mediates the relationship between employee attachment style and time theft. Finally, SA, an essential aspect of a leader's personality, significantly impacts employee exhaustion. Hence, we specifically proposed three research questions:

- 1 Does insecure attachment style (avoidance and anxiety) significantly influence employee time theft?
- 2 Does emotional exhaustion mediate the relationship between insecure attachment style and employee time theft?
- 3 Does SA moderates the relationship between insecure attachment style and emotional exhaustion?

## **2 Literature review**

### *2.1 Employee attachment style and employee time theft*

Attachments are strong emotional bonds that people form with the important ones (Bowlby, 1980). In studies on attachment, there are two main models of adult attachment:

- a two-dimensional model that incorporates insecure [e.g., avoidant and anxious; Hazan and Shaver (1990)] and secure attachment styles
- b four-dimensional model [e.g., anxious or preoccupied or secure, avoidant and fearful, dismissive (Bartholomew and Horowitz, 1991)].

Most adult attachment research adopts the two-dimensional model of insecure attachment (e.g., avoidant and anxious attachment) vs. secure attachment due to parsimony (Engelbert and Wallgren, 2016). Attachment anxiety is referred to individuals who have a negative self-perception and have a worry in their relationships (Vîrgă et al., 2019; Richards and Schat, 2011), whereas attachment avoidance is about people who express a dislike for when others expose emotionally to them (Vîrgă et al., 2019). According to

several studies, attachment is a relatively constant personality attribute, and various attachment categories influence personal features such as interpersonal relationships, feelings, and weddings (Bowlby, 1973).

Prior research has demonstrated that employees' attachment styles have a significant impact on job burnout, workplace emotion, interpersonal trust, mental health, and job satisfaction (Ding et al., 2018; Little et al., 2011; Virgã et al., 2019; Leiter et al., 2015). Wu and Parker (2017) found that anxious and avoidant attachment styles are negatively associated with proactive work behaviour. Furthermore, Kale (2020) found that avoidance and anxious attachments are negatively associated with job performance. Employees with a high level of attachment avoidance are more self-reliant, maintaining a distance from the leader and not promoting a reliance relationship with the boss (Frazier et al., 2015). Whereas an individual who has high levels of attachment anxiety has a strong desire for close interpersonal engagement with others, this desire has a 'dual face', and if the leader is not capable to comfort or save the employees, they will become more nervous and pessimistic (Richards and Schat, 2011).

Employee time theft is described as "employees' proclivity to engage in non-work related activities during work time that is not sanctioned, such as off-task activities in the office and arriving late" (Ding et al., 2018; Martin et al., 2010). Employee time theft refers to the misuse of work time, such as using the internet for personal purposes (e.g., viewing the bulletin or speaking with coworkers) and excessive conversation with their coworkers. Time theft is an important aspect of deviant job behaviour (Lorinkova and Perry, 2017). According to Fatima et al. (2020), the impact of workplace bullying on mild aggressive deviant behaviour like knowledge concealment and employee time theft. Workplace deviance is defined as an employee's intentional attempt to harm or destroy organisational assets (Bennett and Robinson, 2000). Time is a valuable organisational asset, and wasting it is the same as wasting any other resource (Martin et al., 2010). Hence, we claim that employee attachment style is a significant trait influencing employee time theft.

According to COR theory, individuals' resources are limited, and interpersonal engagements consume many resources such as time, mindset, and physical. To sustain or maintain resource balance, individuals acquire new resources to the greatest extent possible due to the loss of personal resources. In particular, the typical individual has two propensities: resource preservation propensities and resource acquirement propensities; therefore, individuals under stress are more likely to pick the resource conservation approach (Cohen, 2016). Based on the abovementioned literature, the following hypotheses are proposed.

Hypothesis 1a Attachment anxiety has a positive influence on employee time theft.

Hypothesis 1b Attachment avoidance has a positive influence on employee time theft.

## *2.2 Mediating role of employee emotional exhaustion*

Employee emotional exhaustion refers to individual exhaustion caused by excessive use of psychological and emotional resources (Ding et al., 2018). Some previous studies reveal that emotional exhaustion has negative effects on work performance. For instance, according to Fatima et al. (2020), negative emotions influence the association between workplace bullying and time theft. Furthermore, Anjum et al. (2022) discovered that workplace ostracism and emotional fatigue are positively related. In addition, Qi et al.

(2020) investigated the effect of emotional fatigue as a mediator between workplace ostracism and unethical behaviour. Moreover, the Lussier (2021) found that emotional exhaustion negatively affects ethical behaviours and job performance. People who have insecure attachments style have frequent concerns about unmet attachment needs. These worries make it difficult for them to concentrate at work, which harms performance (Hazan and Shaver, 1990; Harms, 2011). Several studies have been unsuccessful in uncovering the relationship between attachment styles and work outcomes (Vîrgă et al., 2019); therefore, there is a need to explore its role as a mediator between attachment styles and work-related outcomes (Ronen and Zuroff, 2017). Based on this gap, we propose that emotional exhaustion mediates the relationship between insecure attachment styles and time theft.

According to COR theory, emotional exhaustion happens when resources are endangered or lost. In another way, people may experience emotional exhaustion when they believe their emotional resources are insufficient to deal with working challenges (Wright and Cropanzano 1998). That may be because emotionally exhausted employees form a mental distance from their work (Vîrgă et al., 2019). Avoiding an anxious attachment style is related to a negative assessment of stress sources, poor handling, and, ultimately, emotional fatigue (Johnstone and Feeney, 2015). Reizer (2015) study reported that employees with an insecure attachment style (anxiety and avoidance) have less emotional energy, less intellectual liveliness, and a higher degree of emotional exhaustion, which may harm followers' affective responses and outcomes (Littman-Ovadia et al., 2013). As a result, to avoid further resource loss, employees may resort to time theft. Based on these arguments, the following hypotheses are proposed:

Hypothesis 2a Emotional exhaustion mediates the relationship between attachment anxiety and employee time theft.

Hypothesis 2b Emotional exhaustion mediates the relationship between attachment avoidance and employee time theft.

### 2.3 *Moderating effect of SA*

Aggressive supervision is similar to abusive supervision (Tepper, 2007; Mitchell and Ambrose, 2007), illustrating supervisors' unfriendliness toward their subordinates. According to Tepper (2000), abusive supervision is stated as the supervisor's continual aggressive behaviour; and stated as "subordinates' views of the level to which their supervisors engaged in the prolonged exhibition of hostile verbal and nonverbal behavior, avoiding physical contact". According to Ashforth (1997), abusive supervisors abuse their position and authority by mistreating their employees. Understanding the impact of supervisor aggressiveness is essential since supervisors are the significant source of aggression at work (Mitchell and Ambrose, 2012). It symbolises a stressful, demanding, and scary scenario for employees because supervisors hold long-term influence over workers' lives e.g., salary allocation, job task, response, and upgrades (Malik et al., 2021; Hershcovis and Barling, 2010). Aggressive supervisors endanger subordinates' capacity to work efficiently (Mitchell and Ambrose, 2012), as well as their self-esteem (Thau and Mitchell, 2010) and family life (Carlson et al., 2011).

Some previous studies have shown that SA is linked to poor results for both individuals and companies, such as decreased mental and physical comfort (Malik et al., 2021; Mueller and Tschan, 2011), declined work pleasure, and organisational obligation

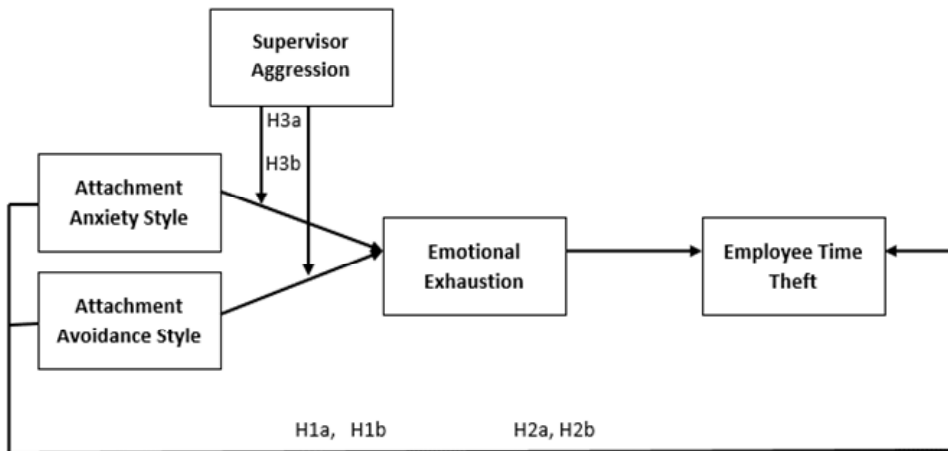
(Harris and Leather, 2012), lower work performance (Hershcovis and Barling, 2010), and higher-income goals (Chang and Lyons, 2012). In addition, According to studies, workplace aggression lowers employee morale, psychological health, and productive activities (Hershcovis and Barling, 2010; Tepper, 2000). Furthermore, Employees are intimidated, angry, and depressed by SA, which has a detrimental impact on their mood (Grandey et al., 2004; Mitchell and Ambrose, 2007).

The COR theory provides a valuable model for understanding how psychological aggression in the workplace affects work energy (Ding et al., 2018; Hobfoll, 1989). The central tenet of COR theory is that individuals struggle to get, maintain, and preserve their resources. A key concept of COR theory is that resource harm is more prominent than resource advantage. It poses a significant warning to existing and essential resources, such as time and vigor (Ding et al., 2018; Hobfoll, 2011). As a result, when employees are presented with negative behaviour such as dishonour, mistreatment, and humiliation by supervisors who exhibit aggressive behaviour, they experience pressure and anxiety (Ding et al., 2018). Individuals with insecure attachment styles experience a major loss of resources, and the negative impact of SA increases emotional exhaustion, making them more likely to engage in time theft. As a result, we propose the following hypothesis:

Hypothesis 3a SA moderates the relationship between attachment avoidance and emotional exhaustion.

Hypothesis 3b SA moderates the relationship between attachment anxiety and emotional exhaustion.

Figure 1 Research model



### 3 Methods

#### 3.1 Respondents and data collection

To investigate the influence of attachment style on employee theft time, the data was collected from employees working in the service industry. Self-administered

questionnaires were distributed using the convenience sampling technique from February 2021 to June 2021. A time-lagged study was conducted to control the issue of common method bias, where a survey containing questions on attachment style and aggression was conducted at time 1, employee exhaustion at time 2, and employee time theft at time 3, with a lag of 15 days between each time. In total, 500 respondents were contacted to participate in the study, whereas with a response of 88%, 440 complete, usable responses were received. Among the respondents, 73% were male, 27% were female, 61% held an undergraduate degree, 32% had a graduate degree, and 7% were diploma holders.

**Table 1** Demographics (n = 440)

<i>Demographics</i>	<i>Categories</i>	<i>Percentage</i>
1 University level	Undergraduate degree	61%
	Graduate degree	32%
	Diploma	7%
2 Gender	Male	73%
	Female	27%
3 Total job experience	1–5 years	15%
	6–10 years	23%
	11–15 years	35%
	16 years and above	37%

### 3.2 Measures

- *Employee Attachment style (anxious and avoidance)*: To measure attachment style (avoidance and anxiety), 36 item scale (two 18-item sub-scale) was developed by Fraley et al. (2000). Sample items for anxious attachment style include: “I’m afraid that I will lose my colleagues”, “I worry a lot about my interpersonal relationships”, “I worry that I won’t measure up to other people”; and for avoidance attachment style include: “I prefer not to show my colleagues how I feel deep down”, “I tell my colleagues just about everything”.
- *SA*: 15 item scale developed by Tepper (2000) was used. Sample items include: “My boss ridicules me”, “My boss puts me down in front of others” and “My boss makes negative comments about me to other”.
- *Employee emotional exhaustion*: Nine item scale developed by Maslach and Jackson (1981) was adapted to measure emotional exhaustion. Sample items include: “I feel emotionally drained from my work”, and “I feel used up at the end of the workday”.
- *Employee time theft*: We used a nine-item scale developed by Hanisch and Hulin (1990, 1991). Sample items include: “I let others do my work” and “I Use equipment (such as the phone) for personal use without permission”. The respondents were asked to report on a five-point Likert scale ranging from strongly disagree to strongly agree.

### 3.3 Confirmatory factor analysis

After identifying and removing missing data, confirmatory factor analysis using AMOS 22 was conducted to check the validity of each variable. 5-factor model (avoidance and



anxious attachment style, SA, emotional exhaustion and employee time theft) was compared with one-factor model of the same study variables, and the results revealed that five-factor model fit indices (CFI = 0.903; GFI = 0.806; AGFI = 0.746; NFI = 0.840; RMSEA = 0.07) are better than one-factor model fit indices (CFI = 0.578; GFI = 0.501; AGFI = 0.477; NFI = 0.665; RMSEA = 0.20); hence confirming discriminant validity (as shown in Table 2).

**Table 2** Confirmatory factor analysis

<i>Model</i>	$\chi^2$	<i>Df</i>	<i>CFI</i>	<i>GFI</i>	<i>AGFI</i>	<i>NFI</i>	<i>RMSEA</i>
<i>M0</i> Five-factor model	516.70	255	.903	.806	.746	.840	.07
<i>M1</i> One-factor model	9,053.9	274	.578	.501	.477	.665	.20
<i>Time 1</i>							
<i>M2</i> Three factor model	924.92	265	.865	.827	.761	.943	.06
<i>M3</i> One-factor model	6524.2	271	.688	.612	.503	.778	.16

## 4 Results

### 4.1 Descriptive statistics and correlation

To check the association between the study variables, a correlation analysis was conducted. As illustrated in Table 3: avoidance attachment style is positively related to anxiety attachment style ( $r = 0.798, p < .05$ ); aggression ( $r = 0.333, p < .05$ ); emotional exhaustion ( $r = 0.371, p < .05$ ) and time theft ( $r = 0.385, p < .05$ ). Similarly, emotional exhaustion is positively related to employee time-theft ( $r = 0.356, p < .05$ ). To check reliability of the study variable internal consistency reliability (Cronbach alpha) was conducted, which showed (Table 3) favourable result and within suggested range (Hair et al., 2010).

**Table 3** Mean, standard deviation, correlation, and reliability

	<i>Mean</i>	<i>SD</i>	<i>ICR</i>	1	2	3	4	5
1 Avoidance attachment style	4.92	1.33	0.734	1				
2 Anxiety attachment style	3.90	1.78	0.831	0.798**	1			
3 Supervisor aggression	4.84	1.53	0.808	0.333**	0.376**	1		
4 Emotional exhaustion	3.82	1.86	0.851	0.371**	0.301**	0.787**	1	
5 Employee time theft	4.80	1.75	0.829	0.300**	0.385**	0.472**	0.356**	1

Notes: n = 440; ICR = Internal consistency reliability (Cronbach's alpha);

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ .

## 4.2 Hypothesis testing

The PROCESS macro (Model 4) using SPSS 19 was run to conduct mediation analysis. Hypothesis 1 states that attachment avoidance and attachment anxiety are positively related to employee time theft with  $\beta = 0.1537$ ,  $p < 0.001$  and  $\beta = 0.2635$ ,  $p < 0.001$ , respectively. To evaluate indirect effects, Hayes (2009) suggested bootstrapping technique with a minimum of 5000 re-sampling. Two mediation analyses used emotional exhaustion as a mediator for two independent variables, attachment anxiety and attachment avoidance. Results revealed that emotional exhaustion mediates the relationship between attachment avoidance and anxiety and employee time theft as the “bootstrapped confidence interval does not include Zero” (Table 4). Hence, Hypotheses 1a and 1b and 2a and 2b are statistically proved.

**Table 4** Mediated regression analysis results

<i>Relationships</i>	<i>Effect</i>	<i>SE</i>	<i>T</i>	<i>p</i>
<i>Predictors of AV (IV to mediator)</i>				
AV → EE	.2370	.0360	6.5845	0.000
AN → EE	.2287	.0346	6.6014	0.000
<i>Predictors of EE (mediator to DV)</i>				
EE → TT	.3234	.0536	6.0291	0.000
<i>Mediation effect of EE</i>				
Direct effect				
AV → TT	.1537	.0373	4.1241	0.000
AN → TT	.2635	.0385	6.8496	0.000
<i>Bootstrap results for indirect effects</i>				
	<i>Effect</i>	<i>SE</i>	<i>LL95% CI</i>	<i>UL 95% CI</i>
Indirect Effects (AV→EE→TT)	.083	.0242	.044	.139
Indirect Effects (AN→EE→TT)	.079	.0211	.041	.124

Notes: n = 440, AV = Attachment avoidance, EE = Emotional exhaustion, TT = Time theft, Bootstrap Sample Size = 5,000, LL = Lower Limit, CI = Confidence Interval, UL = Upper Limit.

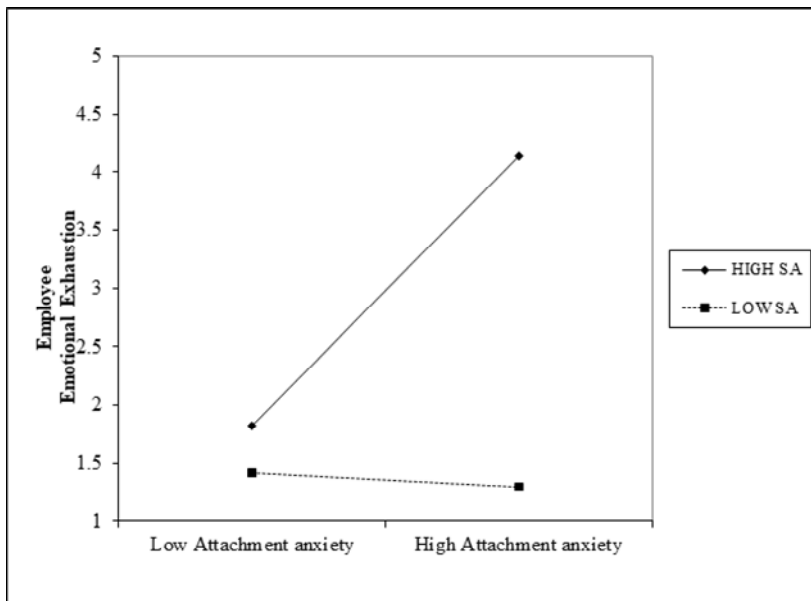
Hypothesis 3 states that SA moderates the relationship between attachment style and emotional exhaustion, such that the relationship strengthens when SA is high. As shown in Table 5, the interaction term of attachment anxiety – avoidance (H3a and H3b) and SA for emotional exhaustion was found significant ( $\beta = 0.527$ ,  $p < .05$ ) and ( $\beta = .709$ ,  $p < .01$ ). In addition, Table 5 depicts that the relationship between attachment anxiety and emotional exhaustion strengthens in the case of SA ( $\beta = 0.355$ ,  $p < .001$ ); as compared to low SA ( $\beta = 0.200$ ,  $p < .001$ ). Similarly, the relationship between attachment avoidance and emotional exhaustion strengthens in the case of SA ( $\beta = 0.276$ ,  $p < .05$ ); as compared to low SA ( $\beta = 0.059$ ,  $p < .05$ ). Hence, Hypotheses 3a and 3b are accepted.

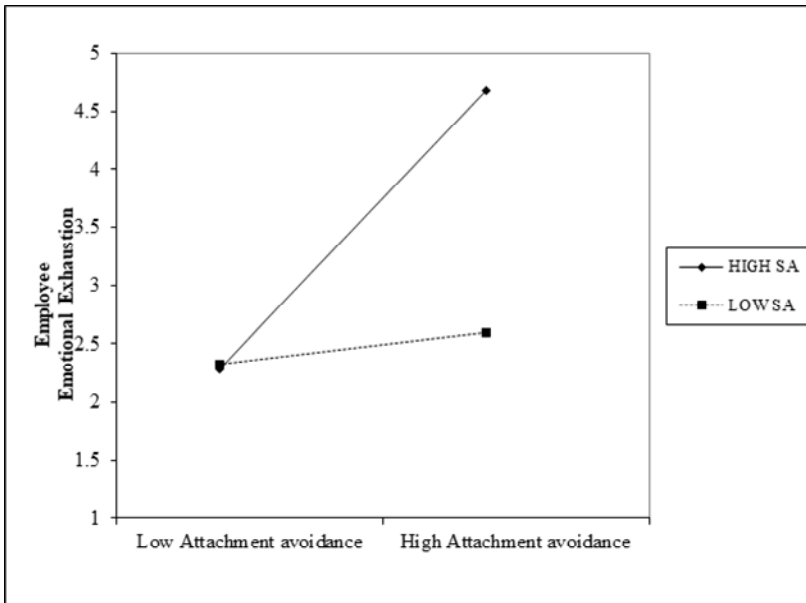
**Table 5** Hierarchical moderated regression analysis

Predictors	Emotional exhaustion (EE)			
	R	R <sup>2</sup>	Estimate	SE
Step 1	.97***	.94		
Constant			12.452***	.968
AN			.602**	.198
AV			.507***	.249
SA			.527***	.206
Step 2	$\Delta R^2$	.19		
AN $\times$ SA			.527**	.042
AV $\times$ SA			.709**	.053
Conditional direct effects of X (AN) on Y (EE) at values of moderator (i.e., SA)				
Moderator	Effect	Boot SE	LLCI	ULCI
SA - 1SD (-.185)	.200 **	.0158	.231	.169
SA mean (0.00)	.047 **	.0162	.079	.015
SA + 1SD (1.85)	.355*	.035	.025	.110
Conditional direct effects of X (AV) on Y (EE) at values of moderator (i.e., SA)				
Moderator	Effect	Boot SE	LLCI	ULCI
SA - 1SD (-.185)	.059*	.021	.027	.0295
SA - Mean (0.00)	.069**	.0200	.030	.0305
SA + 1SD (1.85)	.276**	.019	.315	.237

Notes: n = 440, AV = Attachment avoidance, SA = Supervisor aggression, Bootstrap Sample Size = 5000. LL = Lower limit, CI = Confidence interval, UL = Upper Limit. \*p<.05, \*\*p<.01, \*\*\*p<.001

**Figure 2** Interaction effects of attachment anxiety and SA



**Figure 3** Interaction effects of attachment avoidance and supervisor aggression

## 5 Discussion

By utilising COR theory, current research shed insight into how an employee's insecure attachment style influences employee time theft behaviour through emotional exhaustion. According to our findings, attachment avoidance and anxiety style cause emotional exhaustion, which ultimately encourages time theft. Furthermore, we found that SA mitigates the relationship between attachment style and employee emotional exhaustion. Hence hypotheses 1, 2, and 3 are approved.

### 5.1 Theoretical and practical implications

From a theoretical point of view, the study findings contribute significantly to the existing literature by addressing how insecure attachment styles affect the mental conditions of employees at work. The paper extends prior uninvestigated outcomes (such as time theft) at work and highlights the importance of attachment styles over other personality traits. From a practical point of view, this study highlighted the relevance of attachment style and enthusiasm among employees and suggested that managers actively change their workers' relationship-based working models when they have insecure styles. Evidence shows that interactions between employees and advisors are essential as they can give safety and mental stability while also creating a variance in attachment orientations (Little et al., 2011). Managers may assist workers in revising their relationship-based working models; by showing secure patterns of behaviour and being attentive to employees' security and protection requirements. Studies reveal that stable contacts improve insecure people's feelings, prosocial conduct, and interpersonal and group connections (Mikulincer and Shaver, 2007). Supervisors should be trained to

employ secure tactics with insecure employees that could be very helpful at raising their energy at work and OCB while reducing deviance. Supervisors should identify, promote, and encourage employees to have a secure attachment style like those working independently and seeking assistance when required. In the case of employees with insecure attachment styles, a supervisor should understand that their relationship with the employees is essential, as they are highly dependent on them for their physical and emotional stability.

## 6 Conclusions

The current study looked at the attachment style from an interpersonal relationships perspective, explaining how it affects employees' energy and mental health, resulting in negative workplace behaviours. The findings of our study revealed that employees' insecure attachment styles (avoidance and anxiety) lead to time theft at work. More specifically, an insecure attachment style causes employees emotional exhaustion and encourages time theft. The study further explains that a supervisor's aggression moderates the relationship between attachment style and emotional exhaustion. Employees with insecure attachment styles working under high SA will feel more emotionally exhausted and likely to commit more time theft. Hence, all the proposed hypotheses were supported.

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## Appendix

### *Insecure attachment style (Fraley et al., 2000)*

#### *Attachment anxiety*

- 1 I'm afraid that I will lose my colleagues.
- 2 I often worry that my colleagues will not want to stay with me.
- 3 I often worry that my colleagues doesn't really like me.
- 4 I worry that my colleagues won't care about me as much as I care about them.
- 5 I often wish that my colleague's feelings for me were as strong as my feelings for them.
- 6 I worry a lot about my interpersonal relationships.
- 7 When my colleagues is out of sight, I worry that they might leave me.
- 8 When I show my positive attitude towards my colleagues, I'm afraid they will not feel the same about me.
- 9 I rarely worry about my colleagues leaving me.
- 10 My colleagues makes me doubt myself.
- 11 I do not often worry about being abandoned.
- 12 I find that my colleagues don't want to get close to me.
- 13 Sometimes my colleagues change their attitude towards me for no apparent reason.



- 14 My desire to be very close sometimes scares people away.
- 15 I'm afraid that once my colleagues gets to know me, they won't like who I really am.
- 16 It makes me mad that I don't get the affection and support I need from my colleagues.
- 17 I worry that I won't measure up to other people.
- 18 My colleagues only seems to notice me when I'm angry.

*Attachment avoidance*

- 1 I prefer not to show my colleagues how I feel deep down.
- 2 I feel comfortable sharing my private thoughts and feelings with my colleagues.
- 3 I find it difficult to allow myself to depend on colleagues.
- 4 I am very comfortable being close to my colleagues.
- 5 I don't feel comfortable opening up to my colleagues.
- 6 I prefer not to be too close to my colleagues.
- 7 I get uncomfortable when my colleagues wants to be very close.
- 8 I find it relatively easy to get close to my colleagues.
- 9 It's not difficult for me to get close to my colleagues.
- 10 I usually discuss my problems and concerns with my colleagues.
- 11 It helps to turn to my colleagues in times of need.
- 12 I tell my colleagues just about everything.
- 13 I talk things over with my colleagues.
- 14 I am nervous when colleagues get too close to me.
- 15 I feel comfortable depending on my colleagues.
- 16 I find it easy to depend on colleagues.
- 17 It's easy for me to be affectionate with my colleagues.
- 18 My colleagues really understands me and my needs.

*Emotional exhaustion (Maslach & Jackson, 1981)*

- 1 I feel emotionally drained from my work.
- 2 I feel used up at the end of the workday.
- 3 I feel fatigued when I get up in the morning and have to face another day on the job.
- 4 Working with people all day is really a strain for me.
- 5 I feel burned out from my work.

- 6 I feel frustrated by my job.
- 7 I feel I'm working too hard on my job.
- 8 Working with people directly puts too much stress on me.
- 9 I feel like I'm at the end of my rope.

*Supervisor aggression (Tepper, 2000)*

My boss.....

- 1 Ridicules me.
- 2 Tells me my thoughts or feelings are stupid.
- 3 Gives me the silent treatment.
- 4 Puts me down in front of others.
- 5 Invades my privacy.
- 6 Reminds me of my past mistakes and failures.
- 7 Doesn't give me credit for jobs requiring a lot of effort.
- 8 Blames me to save himself/herself embarrassment.
- 9 Breaks promises he/she makes.
- 10 Expresses anger at me when he/she is mad for an- other reason.
- 11 Makes negative comments about me to others.
- 12 Is rude to me.
- 13 Does not allow me to interact with my coworkers.
- 14 Tells me I'm incompetent.
- 15 Lies to me.

*Employee time theft (Hanisch and Hulin, 1990, 1991)*

- 1 Messed with equipment so that I could not get work done.
- 2 Let others do my work for me.
- 3 Took frequent or long coffee or lunch breaks.
- 4 Made excuses to go somewhere to get out of work.
- 5 Been late for work.
- 6 Done poor work.
- 7 Used equipment (such as the phone) for personal use without permission.
- 8 Looked at my watch or clock a lot.
- 9 Ignored those tasks that would not help my performance review or pay raise.