

## Appendices

### *Workplace Morale Scale (7-point Likert response format SA to SD)*

When I am at work...

1. Being around confident people helps me feel more self-assured
2. If my team is confident, I feel more assured that we complete our work
3. I feel more confident when my peers trust me
4. I feel more secure when my coworker tells me they believe in me
5. I feel more secure in myself when working in a group
6. Seeing teammates succeed makes me feel more self-assured
7. Seeing my teammates feel confident in their abilities to perform their jobs makes me feel more confident in my abilities to perform mine
8. Positive feedback from coworkers makes me feel more secure
9. Others' self-confidence in their jobs enhances my sense of self-confidence
10. If I feel my supervisor doesn't trust me, then I do not feel assured that I am performing my job well
11. I feel discouraged to express ideas when a teammate receives negative feedback for their ideas
12. When my teammates come to me for guidance, it makes me feel self-assured in my work abilities
13. When my manager or teammates watch me perform my job, I fear that I will make mistakes
14. Seeing someone else pursue their goals inspires me to pursue my goals
15. I benefit when my personal goals align with the company goals

16. Others inspire me to make a difference in the company
17. I enjoy teams that share a sense of purpose
18. I appreciate setting goals as a team
19. My job has more meaning when my team's goals and mine align
20. Having a group goal is more meaningful than a personal goal
21. I don't care if my teammates are pursuing the same team goal
22. If my coworkers don't find meaning in their job it doesn't bother me
23. Seeing others set and achieve goals does not affect me
24. It's not important if my team and I have the same goals
25. It doesn't affect me when my coworkers are not achieving our shared goals
26. I don't care if my goals align with the company mission
27. If my teammates feel their jobs are meaningless, then I feel the same
28. I am more motivated to work on a project when a teammate is enthusiastic about the project
29. My team seems more enthusiastic if at least one person in the team is
30. It is easier to become immersed in my work when I see my coworkers immersed in theirs
31. The culture of my company helps increase my enthusiasm for my job
32. I want to take on new tasks when I see my teammates do the same
33. Seeing my teammates passionate about their work makes me more passionate about mine
34. Others' inspiration on the job makes me feel more inspired with my work
35. Hearing my teammates express pride in their work makes me feel more prideful in mine
36. Seeing someone else being enthusiastic drains me
37. If a teammate is in a negative mood, it will likely bring my mood down too

38. My enthusiasm for my work depends on who I am assigned to work with
39. I dread performing my job if I know that my teammates do not like their jobs as well
40. Others' enthusiasm about their jobs does not affect me
41. I do not care about how my teammates feel about their jobs

*Job Engagement Items (7-point Likert response format SA to SD)*

People differ in the extent to which they are involved in their jobs. How do you view your job in the workplace? For the items that follow, please indicate the extent to which they describe you...

1. I am enthusiastic in my job
2. I feel energetic at my job
3. I am interested in my job
4. I am proud of my job
5. I feel positive about my job
6. I am excited about my job

*Personal Efficacy Beliefs Scale (7-point Likert response format SA to SD)*

People differ in the way they view their abilities at work. How do you view your abilities when you are at work? For the items that follow, please indicate the extent to which they describe you...

1. I have confidence in my ability to do my job
2. There are some tasks required by my job that I cannot do well
3. When my performance is poor, it is due to my lack of ability
4. I doubt my ability to do my job
5. I have all the skills needed to perform my job very well

6. Most people in my line of work can do this job better than I can
7. I am an expert at my job
8. My future in this job is limited because of my lack of skills
9. I am very proud of my job skills and abilities
10. I feel threatened when others watch me work

*Revised Social Connectedness Scale (7-point Likert format SA to SD)*

People are different in how they relate to others. How do you feel you relate to others in the workplace? For the items that follow, please indicate the extent to which they describe you...

1. I feel comfortable in the presence of strangers
2. I am in tune with the world
3. Even among my friends, there is no sense of brother/sisterhood
4. I fit in well in new situations
5. I feel close to people
6. I feel disconnected from the world around me
7. Even around people I know, I don't feel that I really belong
8. I see people as friendly and approachable
9. I feel like an outsider
10. I feel understood by the people I know
11. I feel distant from people
12. I am able to relate to my peers
13. I have little sense of togetherness with my peers
14. I find myself actively involved in people's lives
15. I catch myself losing a sense of connectedness with society

16. I am able to connect with other people
17. I see myself as a loner
18. I don't feel related to most people
19. My friends feel like family
20. I don't feel I participate with anyone or any group

*Job in General Scale*

Imagine you are at your current job and working with your immediate supervisor. Overall, what is it like most of the time? Please select "Yes", "Cannot Decide", or "No" for the word or phrase that best describes, in general, what your job is like at your current company.

Mark "Yes" if it describes your job.

Mark "Cannot Decide" if you are unsure if it describes your job.

Mark "No" if it does NOT describe your job.

1. Pleasant
2. Bad
3. Ideal
4. Waste of time
5. Good
6. Undesirable
7. Worthwhile
8. Worse than most
9. Acceptable
10. Superior

11. Better than most
12. Disagreeable
13. Makes me content
14. Inadequate
15. Excellent
16. Rotten
17. Enjoyable
18. Poor

### **Morale as a Social Contagion Factors and Items**

#### *Factor 1: Group Influenced Engagement*

C5 – I feel more secure when my coworker tells me they believe in me

C12 – When my teammates come to me for guidance, it makes me feel self-assured in my work abilities

SP1 – Seeing someone else pursue their goals inspires me to pursue my goals

SP2 – I benefit when my personal goals align with the company goals

SP4 – I enjoy teams that share a sense of purpose

SP5 – I appreciate setting goals as a team

SP6 – My job has more meaning when my team's goals and mine align

SP7 – Having a group goal is more meaningful than a personal goal

E1 – I am more motivated to work on a project when a teammate is enthusiastic about the project

E3 – It is easier to become immersed in my work when I see my coworkers immersed in theirs

E4 – The culture of my company helps increase my enthusiasm for my job

E5 – I want to take on new tasks when I see my teammates do the same

E6 - Seeing my teammates passionate about their work makes me more passionate about mine

E7 – Others' inspiration on the job makes me feel more inspired with my work

E8 – Hearing my teammates express pride in their work makes me feel more prideful in mine

*Factor 2: Contagion Acceptance*

SP8 – I don't care if my teammates are pursuing the same team goal

SP9 – If my coworkers don't find meaning in their job, it doesn't bother me

SP10 – Seeing others set and achieve goals does not affect me

SP14 – If my teammates feel their jobs are meaningless, then I feel the same

*Factor 3: Contagious Anxiety Sensitivity*

C11 – I feel discouraged to express ideas when a teammate receives negative feedback for their ideas

C13 – When my manager or teammates watch me perform my job, I fear that I will make mistakes

E10 – If a teammate is in a negative mood, it will likely bring my mood down too

**Coding Key***Demographics*

D2 What is your current age?

D3 What is your ethnicity?

D4 What is your gender?

D5 How many years of work experience do you have all together on a part-time or full-time basis?

D6 How many hours do you work per week?

*Morale as a Social Contagion Scale*

C1 Being around confident people helps me feel more self-assured.

C2 If my team is confident, I feel more assured that we will complete our work.

C3 I feel more confident when my peers trust me.

C4 I feel more secure when my coworker tells me they believe in me.

C5 I feel more secure in myself when working in a group.

- C6 Seeing teammates succeed makes me feel more self-assured.
- C7 Seeing my teammates feel confident in their abilities to perform their jobs makes me feel more confident in my abilities to perform mine.
- C8 Positive feedback from coworkers makes me feel more secure.
- C9 Others' self-confidence in their jobs enhances my sense of self-confidence.
- C10 If I feel my supervisor doesn't trust me, then I do not feel assured that I am performing my job well.
- C11 I feel discouraged to express ideas when a teammate receives negative feedback for their ideas.
- C12 When my teammates come to me for guidance, it makes me feel self-assured in my work abilities.
- C13 When my manager or teammates watch me perform my job, I fear that I will make mistakes.
- SP1 Seeing someone else pursue their goals inspires me to pursue my goals.
- SP2 I benefit when my personal goals align with the company goals.
- SP3 Others inspire me to make a difference in the company.
- SP4 I enjoy teams that share a sense of purpose.
- SP5 I appreciate setting goals as a team.
- SP6 My job has more meaning when my team's goals and mine align.
- SP7 Having a group goal is more meaningful than a personal goal.
- SP8 I don't care if my teammates are pursuing the same team goal.
- SP9 If my coworkers don't find meaning in their job it doesn't bother me.
- SP10 Seeing others set and achieve goals does not affect me.
- SP11 It's not important if my team and I have the same goals.
- SP12 It doesn't affect me when my coworkers are not achieving our shared goals.
- SP13 I don't care if my goals align with the company mission.
- SP14 If my teammates feel their jobs are meaningless, then I feel the same.
- E1 I am more motivated to work on a project when a teammates is enthusiastic about the project.
- E2 My team seems more enthusiastic if at least one person in the team is.



- E3 It is easier to become immersed in my work when I see my coworkers immersed in theirs.
- E4 The culture of my company helps increase my enthusiasm for my job.
- E5 I want to take on new tasks when I see my teammates do the same.
- E6 Seeing my teammates passionate about their work makes me more passionate about mine.
- E7 Others' inspiration on the job makes me feel more inspired with my work.
- E8 Hearing my teammates express pride in their work makes me feel more prideful in mine.
- E9 Seeing someone else being enthusiastic drains me.
- E10 If a teammate is in a negative mood, it will likely bring my mood down too.
- E11 My enthusiasm for my work depends on who I am assigned to work with.
- E12 I dread performing my job if I know my teammates do not like their jobs as well.
- E13 Others' enthusiasm about their jobs does not affect me.
- E14 I do not care about how my teammates feel about their jobs.

*Job Engagement Items*

- JE1 I am enthusiastic in my job.
- JE2 I feel energetic at my job.
- JE3 I am interested in my job.
- JE4 I am proud of my job.
- JE5 I feel positive about my job.
- JE6 I am excited about my job.

*Personal Self-Efficacy Beliefs Scale*

- PE1 I have confidence in my ability to do my job.
- PE2 There are some tasks required by my job that I cannot do well.
- PE3 When my performance is poor, it is due to my lack of ability.
- PE4 I doubt my ability to do my job.
- PE5 I have all the skills needed to perform my job very well.

- PE6 Most people in my line of work can do this job better than I can.
- PE7 I am an expert at my job.
- PE8 My future in this job is limited because of my lack of skills.
- PE9 I am very proud of my job skills and abilities.
- PE10 I feel threatened when others watch me work.

*Revised Social Connectedness Scale*

- SC1 I feel comfortable in the presence of strangers.
- SC2 I am in tune with the world.
- SC3 Even among my friends, there is no sense of brother/sisterhood.
- SC4 I fit well in new situations.
- SC5 I feel close to people.
- SC6 I feel disconnected from the world around me.
- SC7 Even around people I know, I don't feel that I really belong.
- SC8 I see people as friendly and approachable.
- SC9 I feel like an outsider.
- SC10 I feel understood by the people I know.
- SC11 I feel distant from people.
- SC12 I am able to relate to my peers.
- SC13 I have little sense of togetherness with my peers.
- SC14 I find myself actively involved in people's lives.
- SC15 I catch myself losing a sense of connectedness with society.
- SC16 I am able to connect with other people.
- SC17 I see myself as a loner.
- SC18 I don't feel related to most people.
- SC19 My friends feel like family.
- SC20 I don't feel I participate with anyone or any group.

*Job in General*

- JG1 Pleasant
- JG2 Bad
- JG3 Ideal
- JG4 Waste of time
- JG5 Good
- JG6 Undesirable
- JG7 Worthwhile
- JG8 Worse than most
- JG9 Acceptable
- JG10 Superior
- JG11 Better than most
- JG12 Disagreeable
- JG13 Makes me content
- JG14 Inadequate
- JG15 Excellent
- JG16 Rotten
- JG17 Enjoyable
- JG18 Poor