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Relationship Type Determines the Target of Threat in Perceived Relational Devaluation: Organizational Self vs. Interpersonal Relationships

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Relationship Type Determines the Target of Threat in Perceived Relational Devaluation:

Organizational Self vs. Interpersonal Relationships

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ABSTRACT

Perceptions of relational devaluation (RD) are perceived threats to an interpersonal relationship which imply that the self has diminished in "closeness, value, or importance" to a specific other (Leary, Springer, Negel, Ansell, & Evans, 1998). This perceived RD results in shifts in thoughts and cognitions, with the nature of the shifts differing between personal and professional relationships (O'Farrell, 2005). This retrospective study sets out to determine where the differences between responses to perceptions of RD in personal and professional relationships derive from, looking at the relationship with the individual and with the organization (in professional relationships). Asked to recall either a RD or a non-RD experience at work or in a personal relationship, participants indicated their recalled organization-based self-esteem (OBSE), perceived mattering (PM), emotions, and cognition in response to the experience. Consistent with predictions perceived mattering, emotions, and cognitions were lower in RD conditions then non-RD conditions. Little support was found for predicted differences in OBSE and PM, between professional and personal relationships.

Target of Threat in Perceived Relational Devaluation:

Organizational Self vs. Interpersonal Relationship

When individuals' expectations of how much their relationship partners value their

relationship are violated by their relationship partner (e.g., through negative feedback),

individuals experience relational devaluation (RD), which results in a shift in both their levels of

affect and self-relevant cognition. According to Leary (2001), this shift derives from a perceived

threat to one's relationship with the other person (Leary, 2001). Yet, the nature of those shifts in

cognition and affect differ between personal and professional relationships (Moran, 2006;

O'Farrell, 2005). When individuals perceive RD at work, their negative affect and negative self-

relevant cognitions increase; while in personal relationships, perceived RD results in decreases in

positive affect and positive self-relevant cognitions (O'Farrell, 2005). The source of this divide

between relationship types currently is unknown.

Logically, the differences in reactions to perceived RD may exist because the nature of

the relationship between the two individuals involved differs based on whether the relationship

derives from organizational affiliation or interpersonal attraction. The literature on responses to

RD has not yet addressed this primary difference between personal and professional

relationships. In fact, the only research examining the underlying mechanism of perceived RD

found that within the context of interpersonal relationships, perceived RD was a function of the

threat to the potential relationship and was not based on mere rejection of the self (Buckley,

Winkel, & Leary, 2003). No study yet has examined the underlying mechanism of perceived RD

within professional relationships.

However, based on the implications of research on communal versus exchange

relationships (e.g., Clark & Mills, 1979), the consequences of such interpersonal violations as

perceived RD should differ as a result of the implicit expectations built into the nature of the

relationship. For example, given that communal relationships are built on the assumption that

both members monitor each other's needs to anticipate and fulfill expectations as necessary;

individuals feel less close to relationship partners who track interpersonal costs and benefits,

which is more consistent with professional (or exchange-based) relationships (Clark, Mills, &

Powell, 1986).

Under this situation, it appears that personal relationship partners utilize the interpersonal

violation as information about how the other person feels about the nature of their interpersonal

relationship. Individuals appear to utilize interpersonal information differently within

professional contexts. Pierce (1989) indicates that within organizations, individuals utilize

information from other individuals as information about how the organization feels about them

(Pierce, Gardner, Cummings, & Dunham, 1989). Pierce indicates that one's relationship to the

organization is always central to professional relationships with individuals within the

organization (Pierce et. al, 1989). In other words, the extent to which individuals perceive that

they matter to a relationship partner may be central to personal relationships; but the extent to

which individuals perceive that they are effective and valued within an organization may be

central to professional relationships.

These different areas of emphasis may explain the observed differences in how affect and

self-relevant cognition shift in response to perceived RD in personal and professional

relationships. In the following sections, perceptions of RD and two constructs (perceived

mattering and organization-based self-esteem) that may be useful in determining the nature of

the threat posed by perceived RD, will be discussed.

Relational Devaluation

Perceptions of relational devaluation (RD) are inferences that the self has diminished in "value, closeness, or importance" to a specific other (Leary, Springer, Negel, Ansell, & Evans, 1998). When perceiving RD, people perceive that the other person involved does not value their relationship as much as they had hoped or thought (Buckley et al., 2003; Leary, 2001). Negative affect (including feeling hurt: Leary & Springer, 2001), decreased positive affect (including feelings of support: O'Farrell, 2002), increased negative self-relevant cognitions (Schultz, 2004), and decreased positive self-relevant cognitions (O'Farrell & Ruscher, 2005) have each been shown to accompany perceived RD. Perceived RD derives from a variety of interpersonal exchanges that each reflects decreased relational value, such as dislike, exclusion, or a less positive reaction than expected from the other person (Buckley et al., 2003). Criticism is the primary source of RD in both work (Lear & Springer, 2001) and non-work (see Schultz, 2004) samples, and it is the most frequently identified source of both RD and hurt feelings (Leary, 1998).

O'Farrell (e.g., 2005) has found that the type of relationship between the individuals involved (personal, professional) predicts these varying findings related to RD outcomes. Her findings have shown that in personal relationships, there is a downward shift in the *positive* affect and cognition in an individual after a perceived RD experience (O'Farrell, 2005). Alternatively, in professional relationships, she has observed an upward shift in *negative* affect and cognition. Based on this pattern of findings, O'Farrell (2005) derived her model of cognitive and affective responses to RD.

O'Farrell's RD Model. O'Farrell's model of relational devaluation is a data-driven model, derived from the consistencies in experimental research on affect and self-relevant cognitive responses to perceived RD. The model outlines the different affective and self-relevant

cognitive responses that individuals have to the perception of RD in professional and personal

relationships, see Figure 1. According to the model, when individuals encounter a situation in

which they perceive that a relationship partner has devalued them (e.g., a friend tells them that

they do not want to spend time with them), the nature of the interpersonal relationship involved

(i.e., personal or professional) serves as the context of the perceived RD. Thus, when one

perceives RD, the interpersonal relationship involved becomes salient to the targeted individual.

According to the model, different initial affective and later self-relevant cognitive shifts

occur depending on the nature of the relationship. In personal relationships, the model predicts a

decrease in positive affect; while in professional relationships, there is an increase in negative

affect. Specific emotional responses include decreased feelings of support and increased feelings

of hurt, respectively. Consistent with Leary and Springer's (2001) theory of hurt feelings,

affective shifts are proposed in the model to be individuals' automatic reaction to perceiving RD,

which because of the psychological discomfort they afford, then motivate individuals to attempt

to minimize or dismiss the initial perception of RD through external justification. Perceived RD

that is not externally justified results in subsequent shifts in self-relevant cognition (i.e., thoughts

about the self), which differ based on relationship type. Perceived RD that is externally justified,

however, will result in a return to one's typical emotional and cognitive state related to the

interpersonal relationship involved.

External justification involves a cognitive search for a situational explanation that will

enable individuals perceiving RD to dismiss the apparent threat. In other words, individuals will

try to find an explanation for why they were NOT actually relationally devalued by the other

person in spite of that person's actions. Such explanations will enable individuals to return to

their normal emotional and cognitive states. However, if there is no external justification

available, then a decrease in positive self-relevant cognitions in personal relationships, and an increase in negative self-relevant cognitions in professional relationships, will occur.

For example, if Deshawn perceived RD when he called to ask his friend to go out to a movie and his friend told him that he was busy, then Deshawn would feel bad and think about why his friend was too busy to go out to the movie with him. This would cause Deshawn to search for an explanation for why his friend liked him less. If Deshawn could not think of an explanation for why his friend liked him less, then he would start to consider aspects of himself (i.e., self-relevant cognition) that might explain his friend's more negative attitude toward him. However, if Deshawn realized that his friend had told him that he was breaking up with his girlfriend that night; then Deshawn would conclude that he was not actually devalued because his friend was probably busy talking to his girlfriend, which would enable Deshawn to feel valued in his friendship again.

Consistent with the RD model, the following three hypotheses related to personal relationships are predicted:

H1: RD Model predictions for Personal Relationships

a) Individuals will respond to perceptions of RD in personal relationships with lower positive affect than those who did not experience RD

b) Individuals will respond to perceptions of RD related to personal relationships with lower feelings of support than those who did not experience RD

c) Individuals will respond to perceptions of RD in personal relationships with lower positive self-relevant cognitions than those who did not experience RD

Regardless of whether the personal relationship is romantic, familial, or friendly, the implication of perceived RD in personal relationships is that the interpersonal relationship will become less close or will end. This may not be the mechanism of threat in professional relationships. Although decreases in *positive* affect and self-relevant cognition characterize responses to perceptions of RD in personal relationships; perceptions of RD in professional relationships result in increases in *negative* affect (including feelings of hurt) and self-relevant cognition. External justification serves the same function in professional relationships, allowing individuals to return to their normal emotional and cognitive states.

The implication of perceived RD in professional relationships may be that one's relationship with (or standing in) the organization will become superfluous or obsolete. In other words, individuals are aware that there are professional implications for their diminished importance or value to their professional colleagues. Often relationships that occur in the workplace are direct results of the job (Pierce et al., 1989). Friendships will either end, or not be as close as they were, when an individual leaves the work environment for either voluntary or involuntary turnover (Burgoon, et al., 2002).

Criticism is the primary source of perceived RD at work (Schultz, 2004), often coming from one's supervisor. Because supervisors are in a position of power, they can represent how much the organization values an individual. Supervisors are not the only employees who can represent the feelings of the organization towards an individual, as other employees of the organization also play a part in how one perceives that their organization values them. The actions of employees of the organization towards the self will convey the reaction of the organization to the self (McAllister & Bigley, 2002; Pierce et al., 1989).

Thus, if Carla's coworkers (whom she thought liked her) did not invite her out to a restaurant with them after work, then she would perceive RD and seek a situational explanation as to why they did not invite her. If she heard that the dinner was hosted by someone she did not know; then Carla's perceived RD would be externally justified and she would be free to assume that her coworkers liked her, but did not feel at liberty to invite their friends. If no such external justification were available, then Carla would consider what she had done to make her coworkers like her less. Given that her coworkers primarily know her through work, Carla likely would consider her conduct in the workplace, where the impressions of her coworkers represent both their personal attitudes and those of the organization. Diminished value by colleagues at work includes organizational consequences such as being terminated, passed over for a promotion, or left out of important projects.

Based on this logic and consistent with the RD model, the following three hypotheses are predicted:

> H2: RD model predictions for professional relationships
>
> a) Individuals will respond to perceptions of RD in professional relationships with more negative affect than those who did not experience RD
>
> b) Individuals will respond to perceptions of RD related to professional relationships with more hurt feelings than those who did not experience RD
>
> c) Individuals will respond to perceptions of RD in professional relationships with more negative self-relevant cognitions than those who did not experience RD

The current study will also include two different measures that will serve to try to discriminate between the differences in the nature of personal and professional relationships.

The construct of perceived mattering will be used in examining RD in personal relationships, while the construct of organization-based self-esteem will be used in examining RD in professional relationships. These two constructs will be used to pinpoint the origin of the threat felt from perceived RD in each type of relationships.

Perceived Mattering

Perceived mattering is defined as the psychological tendency to evaluate the self as significant to specific other people (Marshall, 2001). The need to matter, and be wanted by others, is fundamental to being human (Rosenberg & McCullough, 1981). Following an RD experience, an individual's level of perceived mattering to the other person could be considered likely to change. Because an individual has experienced relational devaluation, that individual will perceive that the other person does not perceive that they or the relationship matter as much as believed. A decrease in perceived mattering reflects a decrease in the extent that individuals perceive that the *other person in the relationship* believes the individual matters.

Perceived mattering has the potential to affectively and cognitively inform an individual of their sense of belonging to others, which operates to reduce marginality or the feeling of being peripheral to the social context (Marshall, 2001). Perceived mattering arises from individuals' interpretation of both the quantity and quality of attending behaviors from a specific other. It has also been shown that individual may engage in determining the correspondence between past experiences and current events through reflective cognitions (Rosenberg, 1990). Specifically, individuals can compare past events of mattering with present events, to inform them about the evaluation of mattering. An individual must imagine how the "other" perceives them and they will apply this perceived judgment to their self-image and it will affect how much they perceive

that they matter to another. Perceived mattering develops through interpersonal interaction and may function to provide individuals with a sense of relatedness. Mattering to others was associated with various indicators of psychosocial well-being (Rosenberg & McCullough, 1981).

Although the concept of perceived mattering seems to overlap with that of self-esteem, they are actually distinct constructs. Research suggest that mattering is not self-esteem, but rather that it is the perception that others notice or are interested in the self, whereas self-esteem is the evaluation of one's described self (Rosenberg, 1979). Recent research has shown that general self-esteem and perceived mattering to others are conceptually distinct concepts (Marshall, 2001). Marshall showed that in a PCA, questions from the Mattering to Others Questionnaire (MTOQ) loaded on a separate factor then those in a general self-esteem scale.

The construct of perceived mattering and relational devaluation have never been looked at together. The ideas of perceiving that you are "valued" and perceiving that you "matter" seem very similar and will be looked at as such. This means that PM might be a reasonable measure of RD experiences in personal relationships. Therefore, when RD occurs in personal relationships, there should be a subsequent decrease in the PM that an individual feels. If a decrease in PM is shown after personal RD experiences, then it would indicate that an individual is feeling a threat to their relationship from the other individual in the relationship.

H3: Predictions for perceived mattering

a) Individuals who experience RD will have lower perceived mattering than individuals who do not experience RD

b) Individuals in personal relationships who experience RD will have lower perceived mattering than individuals in personal relationships that do not experience RD

c) Individuals in personal relationships who experience RD will have lower perceived mattering than individuals in professional relationships that experience RD

Additionally, this study will also test the mediating effects of perceived mattering on the relationship between RD and affect. This possible relationship will be examined because research has shown that perceived RD leads to affective consequences for individuals (Leary, 2001), but because it seems that an RD experience results in a change in perceived mattering, it is reasonable to look at the effect that a change in perceived mattering will have on affect. Through this, the effect that lower perceived mattering has on affect will also be examined.

H4: In personal relationships, perceived mattering will mediate the relationship between perceived RD and affect

Along with the construct of perceived mattering, this study will also examine the construct of organization-based self-esteem, and the way that it relates to RD, and specifically, RD in professional relationships

OBSE

In professional relationships, the construct of organization-based self-esteem was used to measure changes that an individual will exhibit in how they feel an organization values them, following an RD experience. Pierce et al. (1989) developed a measure of organization-based self-esteem (OBSE) which they defined as "the self-perceived value that individuals have of themselves as organizational members acting within an organizational context." OBSE is a state-level construct that varies by individual and evolves over time based on an employee's experiences within a work organization. People whom are experiencing a high level of OBSE have a sense of personal adequacy as organizational members and a sense of having satisfied needs from their organizational roles in the past. Thus, OBSE reflects the self-perceived value that individuals have of themselves as organizational members in an organizational context.

In contrast to self-efficacy, which refers to how much people believe that they have the ability to successfully complete specific tasks (Bandura, 1994); OBSE is a broader construct reflecting an individual's overall perceived competence within his or her role in the organization. OBSE is a situation-specific (i.e., organizational) component of global self-esteem (Carson, Carson, Langford, & Roe, 1997), which makes it responsive to proximal factors. Employees with high OBSE perceive themselves as important, meaningful, effectual, and worthwhile within their employing organization (Pierce et al., 1989).

Because OBSE is a state level construct, it seems like a suitable measure of RD experiences in an organization, and specifically, how one perceives that the organization values them at a specific time. In professional relationships, it is proposed that a devaluing experience with someone on the job will not make an individual believe that the specific person values them less, but rather that the organization values the individual less. If this is true, then OBSE should decrease following RD, meaning that an individual will believe that the organization now values

them less than they did prior to the RD. This will show that the threat that an individual is experiencing is actually from the organization, and not the individual in the relationship.

        H5: Predictions for organization-based self-esteem

          a) Individuals who experience RD will have lower OBSE than individuals who do not experience RD

          b) Individuals in professional relationships who experience RD will have lower OBSE than individuals in professional relationships that do not experience RD

          c) Individuals in professional relationships who experience RD will have lower OBSE than individuals in personal relationships that experience RD

As with perceived mattering, the mediating effects of OBSE on the relationship between RD and affect will be tested. This possible relationship will be examined because, as previously stated, perceived RD leads to affective consequences for individuals, and it is expected that perceived RD will also result in a change in OBSE. Because of this, I examined the effects that OBSE can have on affect, and further, as a mediator.

        H6: In professional relationships, OBSE will mediate the relationship between perceived RD and affect

The Present Study

The present study attempted to determine whether the nature of the relationship threatened by RD differs between professional and personal relationships by asking participants to reflect on their experiences of perceiving RD (or not) in either of these contexts. Measures of

interpersonal value (i.e., perceived mattering) and situational value (i.e., OBSE) will be included

with measures of affect and self-relevant cognition typically used in tests of O'Farrell's (2005)

RD model.

Based on the literature, it was predicted that because RD in a personal relationship is a

violation of the assumption that one matters to a specific other, RD in personal relationships will

result in lower levels of perceived mattering as well as decreases in positive affect and self-

relevant cognition compared to neutral (non-RD) controls and RD in professional relationships.

It was also predicted that perceived RD in a professional relationship will reflect a threat to one's

relationship with the organization because individuals within organizations represent the

organization as a whole. This should be evident by decreased OBSE compared to neutral (non-

RD) controls and RD in personal relationships. As found in previous research (e.g., Moran,

2006), shifts in affect and self-relevant cognition consistent with the RD model also are

expected.

Method

Participants

To ensure that there is ample power for statistical analyses, a sample size of at least 270 employees were required to participate in the research that was described as a "study of past experiences in relationships." This sample size was estimated to be sufficient by conducting a power analysis to determine effect sizes from relevant literature and setting the alpha level at .05 and the power level at .9. Using a snowball sampling method, volunteer college students from a medium-sized, public university in the US Midwest were used to obtain participants who are full-time employees, aged 18 and older. Previous research using snowball sampling methods to obtain employed participants in this area of the US have resulted in samples that are primarily Caucasian, but diverse in terms of occupation, job title, gender, and age (e.g., Nolte, 2003; Riley, 2005). College students who recruit participants received course credit for their efforts. According to random assignment to condition, participants received materials corresponding to one cell in a 2 (Relationship Type: Personal, Professional) X 2 (RD Perceived: Yes, No) between-subjects factorial design.

Procedure

Participants were recruited using a snowball sampling method. This entails providing students with course credit for recruiting individuals who satisfy research criteria to participate. Students were instructed verbally and in writing (see Appendix A) to recruit individuals who are over age 18 and who work full-time. They provided each participant that they recruit with a research packet that contains a letter to the participants, informed consent, all measures, a blank envelope and a debriefing sheet. The letter to participants explains the study, reminds participants of their rights, and provides participants with the researcher's contact information,

see Appendix B. Contact information from each participant was collected to assure that true and valid participants are responding to the questionnaires.

The informed consent form explains to the participant again that their participation is voluntary, briefly describes what the researchers are studying, and explains how their answers are kept confidential. If the participant is interested in participating, they would sign the informed consent, see Appendix C, and complete the provided survey. Participants are instructed to seal the signed informed consent form in the blank envelope provided and to return it with the completed surveys. Upon receipt of the completed research materials, the researchers separated informed consent forms from completed surveys to maintain participants' confidentiality; thus, no identifying information was be included with participant data.

Participants were be assigned randomly to receive materials that pertain either to perceptions of RD in personal relationships (e.g., actions of a friend or relative) or to perceptions of RD in professional relationships (e.g., actions of someone at work). Participants wereprovided with a reflective exercise designed to put participants in the mindset of their previous RD experience by having them consider specific details (e.g., how they felt and what they thought) about a time in which another person had or had not made them feel less valued, important, or close, in either a professional or personal relationship, see Appendix C-*F*. Related research has employed similar reflective exercises (Moran, 2006; O'Farrell, 2002; Nolte, 2003; O'Farrell & Ruscher, 2001).

During this exercise, participants select their most intense experience of RD, and rate on a likert-type scale the intensity of the RD that they had felt. In response to this question, most participants report that some form of criticism in their everyday life (e.g., their boss expressed dissatisfaction about their work) is their most intense RD experience (see Schultz, 2004).

Immediately after completing this reflective exercise, participants were asked to respond to all subsequent measures in terms of their actual responses immediately following the experience of RD that they had reported in the reflective exercise. The measures of affect and self-relevant cognition that were provided to participants each have been used in previous studies of RD in personal (e.g., O'Farrell, 2002) and professional (e.g., Nolte, 2003) relationships; the current research employed the questionnaire formats and versions from previous studies of RD. With the exception of the demographic items (e.g., age, race, and gender), all questionnaires were provided in 7-point Likert-type scales. Detailed in the order presented to participants, the questionnaires provided to participants are the following:

1. The RD-relevant version of the Automatic Thoughts Questionnaire (ATQ: Hollon & Kendall, 1980; Ingram & Wisnicki, 1988) is an 18-item, 7-point Likert-type scale that measures the frequency of participants' positive and negative thoughts about the self, following an RD experience, see Appendix G. Observed coefficient alpha for the entire scale in past studies was .80; observed coefficient for the positive ATQ items was .94; observed coefficient alpha for the negative ATQ items was .91.

2. The Positive and Negative Affect Scale (PANAS: Watson, Clark, & Tellegen, 1988) is a 20-item, 7-point Likert-type scale that measures positive and negative affect, see Appendix H. Observed coefficient alpha for all PANAS items was .88; observed coefficient for the positive PANAS items was .91; and observed coefficient alpha for the negative PANAS items was .89 in previous studies.

3. The measures of feelings of hurt and support that were developed and used by Leary and Springer (2001) and O'Farrell (2002), respectively, are each 3-item, 7-point Likert-type

scales that measure the extent to which individuals experienced the emotions of hurt

(coefficient alpha = .92) or support (coefficient alpha = .86), see Appendix H.

4. The Organizational-based self-esteem scale (OBSE: Pierce, Gardner, Cummings &

    Dunham, 1989) is a 10-item, 5-point likert-type scale that measures the level of self-

    esteem that individuals have related to their experiences at work, see Appendix I. The

    scale has had an observed alpha of .77.

5. The Mattering to Others Questionnaire (MTOQ: Marshall, 2001) is an 11 question 5-

    point likert-type scale that measures the extent to which individuals feel they matter to a

    specific other person, see appendix J. It has an observed coefficient alpha of .76.

In addition to the above scales, participants were asked to provide general demographic

information (e.g. age, race, gender, job type, tenure).

Once participants have completed the survey for this research, they were provided with a

written debriefing sheet, which reiterated the purpose of the study and include the researcher's

contact information. They are thanked for their participation and instructed to return the research

materials (the survey and the envelope containing the consent form) in the envelope provided to

their student recruiters or, if they choose, directly to the researcher. See Appendix K for the

debriefing sheet.

Results

Of the 700 surveys that were dispersed, 234 were returned and a final sample of 211 was found to be useable after removing cases that were missing over 50% of the data or were missing key variable scores. Summed composites were compiled for each of the two subscales for three variables: Affect, Feelings, and Self-Relevant Cognition. Composites were also created for the Support and Hurt variables. The condition in which participants were placed (RD/NO and personal/professional relationship) was broken up in to two separate variables (relationship type and RD threat). Analyses pertaining to each dependent variable are outlined in separate subsections.

Affect

The first step taken was to calculate the reliability for the positive, negative and total PANAS. Reliabilities for the positive and negative PANAS sub-scales were found to be high with a Cronbachs alpha of .884 and .896 respectively. In both scales, all items had an item-to-total correlation over .5. The complete PANAS scale was found to be acceptable with a Cronbachs alpha of .731.

Next, pair-wise comparisons were run using a multivariate ANOVA 2 (relationship type) X 2 (RD threat) X Positive PANAS score X Negative PANAS score. We found that RD threat for both PANAS scores showed significant differences. For positive PANAS scores $F (1, 201) = 28.87 \ p < .001$, with those who were in the No RD group having a higher mean scores RD ($M = 24.15 \ SD = 6.87$) NoRD ($M = 30.40 \ SD = 9.21$). For Negative PANAS score $F (1, 201) = 37.48 \ p < .001$, with people in the RD group having higher mean scores RD ($M = 27.38 \ SD = 8.76$) NoRD ($M = 20.11 \ SD = 8.39$). There were no significant differences found for relationship type

in either PANAS score; Positive PANAS F (1,201) = 2.06 $n.s$ & Negative PANAS F (1,201) = .336 $n.s$. The RD threat Relationship type interaction was significant in Negative PANAS scores at F (1, 201) = 8.35 p = .003, while the Positive PANAS score were not significant F (1, 201) = .58 $n.s$.

There are two hypotheses relating to individuals positive and negative affect. First, when looking at Hypothesis_1A, as expected, we found individuals in the RD condition reported lower Positive PANAS scores then those in the NoRD condition F (1,98) = 10.70 p < .001 RD (M = 23.78 SD = 7.34) NoRD (M = 29.04 SD = 8.70). This supports our hypothesis that individuals in personal relationships will experience a decrease in Positive affect after a RD experience. In addition, examining the Negative PANAS scores, we found that negative affect also increased, but at a less significant level F (1, 98) = 6.12 p < .05 RD (M = 25.41 SD = 6.80) NoRD (M = 21.59 SD = 8.57)

Looking at Hypothesis_2A, we found individuals in the RD condition reported higher Negative PANAS scores then those in the NoRD condition F (1,103) = 35.86 p < .001 RD (M = 29.51 SD = 10.12) NoRD (M =18.86 SD =8.10). This supports our hypothesis that individuals in professional relationships will experience an increase in Negative affect after a RD experience. Additionally, when looking at scores on the Positive PANAS, we found that positive affect decreased, but less than the change in negative affect F (1, 103) = 18.57 p < .001 RD (M = 24.55 SD = 6.38) NoRD (M = 31.55 SD = 9.54).

Figure 1

PANAS Scores

Affect Comparisions

Feelings of Hurt and Support

O'Farrell's (2005) model predicts that levels of experienced Hurt feelings will be higher in professional relationships; while feelings of support will be lower in personal relationships, between RD and nonRD groups. Individuals will respond to perceptions of RD related to personal relationships with lower feelings of support than those who did not experience RD (Hypothesis 1b) and individuals will respond to perceptions of RD related to professional relationships with more hurt feelings than those who did not experience RD (Hypothesis 2b).

The reliability for both the Hurt and Support scale were calculated. Reliability for the Hurt scale was found to be high, with a Cronbachs alpha of .871. The reliability of the Support scale was found to be acceptable at .761. Pair-wise comparisons were run using a multivariate ANOVA 2 (relationship type) X 2 (RD threat) X Hurt score X Support score.

RD threat was found to be significant in Hurt score $F(1,203) = 12.73$ $p < .001$, with people in the RD condition experiencing higher levels of Hurt. RD threat was also significant in

Support scores F (1, 203) = 7.65 p < .007, with people in the No RD condition experiencing greater levels of support. Relationship type was found to be significant in Support scores F (1, 203) = 4.46 p < .04, with people in a professional relationship experiencing more support. The RD threat X Relationship interactions was found to be significant in Hurt scores F (1, 203) = 5.93 p < .02, with individuals in professional relationships showing a greater increase between RD threat conditions.

The first hypothesis, Hypothesis 1B, stated that individuals would respond to perceptions of RD related to personal relationships with lower feelings of support than those who did not experience RD. We did not find support for this hypothesis, with individuals in RD and No RD condition showing similar feelings of support F (1,99) = 1.98 n.s. RD (M = 5.94 SD = 2.72) NoRD (M = 6.74 SD =2.94). The second hypothesis, Hypothesis 2B, which stated that individuals will respond to perceptions of RD related to professional relationships with more hurt feelings than those who did not experience RD. Support was found for this hypothesis with individuals in the RD conditional reporting higher levels of hurt then those in the No RD condition F (1,104) = 19.94 p < .001 RD (M = 8.90 SD =4.09) NoRD (M =5.7 SD=3.27).

Figure 2

Support/Hurt scale Results

	Support	Hurt
RD	5.94	8.90
NoRD	6.74	5.70

Self-relevant cognitions

O'Farrell's (2005) model predicts that Positive self-relevant cognitions will decrease in personal relationships following RD and that negative self-relevant cognitions will increase in professional relationships. Therefore, individuals will respond to perceptions of RD in personal relationships with lower positive self-relevant cognitions than those who did not experience RD (Hypothesis H1c) and individuals will respond to perceptions of RD in professional relationships with more negative self-relevant cognitions than those who did not experience RD (Hypothesis H2c).

Again, the reliability for the positive, negative, and total ATQ was calculated. Reliabilities for the positive and negative ATQ sub-scales were found to be high with a Cronbachs alpha of .908 and .893 respectively. The reliability of the complete ATQ scale was found to have a Cronbachs alpha of .541. Pair-wise comparisons were run using a multivariate ANOVA 2 (relationship type) X 2 (RD threat) X Positive ATQ score X Negative ATQ score. We found that RD threat for both positive and negative ATQ scores showed significant differences. For positive ATQ scores $F (1, 205) = 100.52\ p < .001$, with people in the RD group having higher mean scores. For Negative ATQ score $F (1, 205) = 106.69\ p < .001$, with people in the noRD group having higher mean scores.

The first hypothesis, Hypothesis 1C, was that individuals will respond to perceptions of RD in personal relationships with lower positive self-relevant cognitions than those who did not experience RD. Support was found for this, $F (1,100) = 41.193\ p < .001$ RD($M = 33.36\ SD = 9.19$ NoRD($M = 22.86\ SD = 7.11$), with positive self-relevant cognitions being significantly lower.

Next, Hypothesis 2C stated that Individuals will respond to perceptions of RD in professional relationships with more negative self-relevant cognitions than those who did not

experience RD. Support was also found for this hypothesis, F (1, 105) = 57.72 p < .001, RD (M = 31.23 SD = 11.03), while NoRD (M = 45.41 SD = 8.26), with significantly more negative cognitions in the RD condition.

Figure 3

ATQ scores

	Positive ATQ	*Negative ATQ*
RD	33.36	31.23
NoRD	22.86	45.41

Perceived Mattering

When we ran a reliability analysis of the MTOQ scale, we found a high reliability with a Cronbachs alpha of .935. We then ran a 2 (relationship type) X 2 (RD threat) X 1 (MTOQ score) Univariate ANOVA. We found that RD threat was significant at F (1, 205) = 29.51 p < .001, with participants in the No RD condition having a higher mean MTOQ score. The RD threat X relationship type interaction was found to be significant F (1, 205) = 15.62 p < .001, within individuals in a professional relationship exhibiting higher MTOQ scores in the NoRD condition but much lower scores in the RD condition.

Our hypothesis related to Perceived Mattering positions that perceived matter will be less in both the RD condition and in personal relationships. Support was found for Hypothesis 3A, F (1,205) = 29.51 p < .001 RD (M = 24.36 SD = 9.68) NoRD (M = 31.46 SD = 9.87), with individuals in the RD condition reporting lower levels of perceived mattering. Hypothesis 3B was not supported, F (1, 99) = .869 n.s. RD (M = 27.81 SD = 9.92) NoRD (M = 29.75 SD = 10.98), with no significant difference in personal relationships between those that did and did not

experience RD. Additionally, there was no support for Hypothesis 3C, F (1, 99) = .169 $p < .001$

Pro (M = 20.54 SD = 7.90) Per (M = 27.81 SD = 9.92), with individuals in *professional*

relationships actually showing lower levels of perceived mattering.

OBSE

We started with a reliability analysis of the OBSE scale. We found a high internal

reliability, with a Cronbachs alpha of .948. We ran a 2 (relationship type) X 2 (RD threat) X 1

(OBSE score) Univariate ANOVA. A significant difference was found between relationship

types for OBSE scores F (1, 206) = 11.69 $p < .001$, with people in professional relationships

reporting a higher OBSE score then those in personal relationships.

For Organizational based self-esteem we had three hypothesis. Hypothesis 5A was that

individuals who experience RD would have lower OBSE than individuals who do not experience

RD. We did not find support for this hypothesis, with F (1, 206) = .916 n.s. with individuals in

both RD conditions experiencing similar OBSE RD (M = 37.73 SD = 9.54) NoRD (M = 39.10

SD = 7.32). Hypothesis 5B, predicted that individuals in professional relationships who

experience RD would have lower OBSE than individuals in professional relationships that do not

experience RD. We also did not find support for this, F (1,107) = .097 n.s., with individuals in

both the RD conditions experiencing similar OBSE RD (M = 40.60 SD = 9.08) NoRD (M =

40.13 SD = 6.82). Finally, Hypothesis 5C predicted that individuals in professional relationships

who experience RD would have lower OBSE than individuals in personal relationships that

experience RD. This hypothesis was not supported F (1, 99) = .895 n.s., with individuals in the

professional relationship condition (M = 40.60 SD = 9.08) exhibiting higher OBSE then

individuals in the personal relationships condition (M = 35.1 SD = 9.27)

Mediation analyses

Mediation analyses were run for two separate hypotheses. These were Hypothesis 4 and

Hypothesis 6, which were tested using the method outlined in Judd & Kenny, 1981. First, we

looked to establish the relationship between the predictor and outcome variable. Then we tested

the relationship between the predictor and the hypothesized mediator variable. Finally, the

relationship between the mediator variable and the outcome variable, while controlling for the

original predictor variable, was measured.

Hypothesis 4 states that in personal relationships, perceived mattering will mediate the

relationship between perceived RD and affect. RD was a significant predictor of affect, F (1,

100) = 7.05 p < .010 (β = -.257), satisfying our first step. The link between perceived mattering

and affect was also significant, F (1, 99) = 15.89 p < .001 (β = -.372). In our final step, we

continued to observe a link between our hypothesis mediator variable, (β = -.351), and in the link

between RD and affect, (β = -.224). The final model was a significant predictor F (2, 98) = 11.35

p < .001 R^2 = .188.

Hypothesis 6 states that in professional relationships, OBSE will mediate the relationship

between perceived RD and affect. In step one, the link between RD and affect was found, F (1,

104) = 16.11 p < .001 (β = .366). A link between our mediator variable and affect was also

found, F (1, 104) = 23.34 p < .001 (β = .428). Finally, when both independent were entered into

the regression equation, we continued to see both predictors as significant, without a decrease in

the RD/affect relationship. F (2, 103) = 25.04 p < .001 R^2 = .327 RD (β = .379) OBSE (β =

.440).

Discussion

In the present study, the manner in which people in different types of relationships recall responding cognitively and emotionally to situations in which they had perceived RD, which is an unexpected perception that another person regarded their relationship as less close, less valuable, or less important, was examined. Based on O'Farrell's (2005) RD model, which outlines the consistent findings related to shifts in affect and cognition following perceptions of RD, it was expected that perceptions of RD would decrease positive affect, self-relevant cognition, and feelings of support in personal relationships. It was also expected that an increase in negative affect, self-relevant cognition, and feelings of hurt would occur in professional relationships.

Moreover, two new pieces were introduced to O'Farrell's RD Model in the ideas of perceived mattering and organization-based self-esteem. Based on the literature, it was predicted that RD in personal relationships would result in lower levels of perceived mattering as well as decreases in positive affect and self-relevant cognition compared to neutral (non-RD) controls and RD in professional relationships. In addition, I predicted that perceived RD in a professional relationship would reflect a threat to one's relationship, which would be evidenced by decreased OBSE compared to neutral (non-RD) controls and RD in personal relationships.

RD Model Testing

A majority of hypothesis related to O'Farrell's (2005) RD Model were supported. Expected shifts were seen in both relationship types in regards to affect. Individuals in personal relationships experienced a downward shift in their positive affect when experiencing RD.

Additionally, those in professional relationships experience an increase in negative affect when experiencing RD.

The next step in the model predicts shifts in feelings of support/hurt in personal and professional relationships respectively. The expected shift was seen in professional relationships, with those in the RD condition reporting an increased level of hurt. The expected shifts were not observed in personal relationships. Although feelings of support were lower when individuals experienced RD the decrease was not significant. This was opposite of both the RD model and the previous study (Moran, 2006).

The last outcome observed were shifts in positive and negative self-relevant cognitions. Support was found, with those in personal relationships exhibiting lower positive self-relevant cognitions, as expected. In addition, negative self-relevant cognitions were shown to increase in professional relationships under the RD condition.

Perceived Mattering

Perceived Mattering is "the psychological tendency to evaluate the self as significant to specific other people" (Marshall, 2001). Based on this research showing that PM and self-esteem are separate concepts, it was hypothesized that PM should be a reasonable measure of RD in personal relationships. We expected to see a decrease in PM in an RD condition, with the effect being stronger in personal relationships.

There was support found that PM and RD are related, but there was no support for the hypotheses related to relationship type. It was found that those individuals in an RD condition reported lower levels of PM then those in the non-RD condition. When separated out by personal and professional relationships, we observed the opposite effect than was expected. Those in personal relationships did not have a change in their PM between RD conditions, but those in

professional relationships did experience a downward shift in PM in the RD condition. Those in professional relationships also exhibited lower PM then those in personal relationships in the RD condition. The mediating effects of PM on the RD affect relationship were measured, but were found non-significant.

The overall finding is encouraging in that there does seem to be a link between RD and PM, but the observed shifts do not show that PM is a suitable measure for personal relationships. It is possible that the difference between being "valued" and "mattering" are more than originally expected. Although one can view that the self has diminished in value to another, someone in a personal relationship may still feel as if they "matter" to the other individual.

Unlike in a personal relationship, in a professional relationship, the main reason for the relationship is the work/organization. The expected shifts in personal relationships were observed in professional relationships. This also calls into question the idea that RD in a professional relationship affects only the relationships that an individual has with the organization and not the individual who devalued them. Although support was shown for O'Farrell's Model, a brighter light should be cast on the differences between professional and personal relationships and how the construct of perceived mattering fits.

Organization-based self-esteem

Organization-based self-esteem is "the self-perceived value that individuals have of themselves as organizational members acting within an organizational context" (Pierce et al., 1989). It was proposed that this could be used in professional relationships as a measure of RD. We believed that a devaluing experience with someone on the job would not make you believe that the specific person values you less, but rather that the organization values you less. A decrease in OBSE would mean that the organization now values the individual less than before

the RD. This would show the difference between being valued by the individual and the organization.

Overall, there was no support shown for our hypotheses related to OBSE. There was no difference between RD conditions for individuals in professional relationships. RD did not affect individual's perception of Organization-based self-esteem. These findings again call into question the idea that RD in a professional relationship affects only an individual's feelings about how the organization views them, rather than the individual that they are in a relationship with, views them.

Limitations and Future Research

There were several issues related to this study, including the research method, research variables and the sampling method being issues to discuss. For the research method, the issue was the retrospective nature of the activities. Because all of the activities in this research were retrospective and participants were asked to both remember a RD situation and their reaction to these situations, participants memory of the intensity of the RD and their emotional reactions can be biased by what they remember and events that transpired after the experience. As noted in previous research (Moran, 2006), the solution to this issue the by introducing live situations. This could be in the form of either live role-playing or through videotaped scenarios. These would correct for personal biases that individuals have when recalling events and can cause positive/negative responses to be inflated.

Live situations would also be able to account for the role of the "other" in the individuals relationships. Although participants were asked to think about RD situations at work, it is possible that participants thought about personal relationships they have with individuals, whom they also work with. Going forward, instructions in the reflective exercise may want to be clearer

that individuals should be thinking about solely personal relationships or professional relationships, to ensure that the different scenarios are not misperceived. The current wording for professional relationships just ask for participants to remember a time at work. A small change such as "someone that you work with" may help to delineate between types of relationships.

The second issue was with the introduction of both perceived mattering and organization-based self-esteem. The current study is the first to look at the relationship between these and Relational Devaluation. Although it was expected that a relationship would be seen with these variables, the data did not play these out. The most likely explanation is that these variables are both stronger than a single interaction, meaning that they evolve over time and are not based on a single interaction. Previous research on both constructs references how they are both developed and nurtured over time (Marshall, 2001) & (Pierce et al., 1989).

Finally, for the sampling method, there is the possibly of confusion with the constructs and the definition of RD. Although participants were provided with both instructions of how to complete the exercises and definitions of important variables, there is the possibility that participants may not have fully understood the meaning of RD and what type of situation would fall into the RD category. If participants had the ability to ask questions or a concrete example of each scenario, it would clear up any possible confusion.

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Appendixes

APPENDIX A

INSTRUCTIONS TO STUDENTS

1. Thank you for participating in the data collection for this study.
2. The population for this study is full-time working adults, working at least 35 hours/week, and who are a minimum of 18 years of age.
3. Locate three full-time working adults, who are not students, and who you think may be interested in participating in this study.
4. Inform those persons of the following:
    a. The purpose of this study is to assess the participant's experience with behaviors of other that they have a relationship with.
    b. If they agree to participate, they should sign the consent form fill out the questionnaire.
    c. Their responses are confidential and the data will be used for research purposes only.
    d. After signing the consent form and completing the questionnaire, they should seal it in the blank envelope and give it back to you.
    e. Their name will be provided to your instructor so that the authenticity of their responses can be verified. Their name will never be attached to or associated with their responses to the survey.
5. Thank the individual for participating.
6. You should fill out the bottom of this form and return it to your instructor to receive course credit.

COURSE CREDIT

1. In order to receive extra credit, you must complete and return this page with the completed questionnaires
2. You will only receive extra credit if the survey is returned.
3. No extra credit will be given for surveys received "*date updated throughout data collection*"

Your Name:_____

Your Tech ID#:_____

Professor's Name:_____

Course and Section #:_____

Who did you give the questionnaire packet to? (All information is required so that authenticity of responses may be verified).

Participant Name:_____

Phone#:_____

APPENDIX B

LETTER TO PARTICIPANTS

Dear Participant:
You are invited to participate in a research study regarding frequency of particular behaviors at work. Professor Kimberly O'Farrell, Ph.D. and Mr. Peter Sanacore, a graduate student in the Industrial/Organizational Psychology program at Minnesota State University, Mankato, are conducting this study.

We have asked MSU undergraduate students to assist us in collecting the data. By completing and returning the attached questionnaire, you are providing us with valuable research data, and providing the participating student with a means of gaining additional credit in their coursework. Furthermore, the student will gain experience in the process of conducting psychological research. The student will receive credit if we receive the questionnaire on or before "*date updated throughout data collection*."

If you wish to participate in this study, please sign the included consent form and complete the attached questionnaire, which takes approximately 15-20 minutes. After completing the survey and signing the consent form, please seal both in the included envelope, and return to the participating student. To protect your confidentiality, please do not write your name on the questionnaire.

Your participation in this study is completely voluntary. If you feel uncomfortable with a question, feel free to skip it.

If you have any questions regarding this study or you would like to receive a summary of the results once the research is completed, you may contact Dr. Kimberly O'Farrell at (507) 389-5851. For questions concerning research on human subjects, contact Dr. Anne Blackhurst at 507-389-2321.

Thank you for considering participating in this research.

Peter Sanacore
Industrial/Organizational Psychology Masters Candidate
Minnesota State University, Mankato
Peter.Sanacore@mnsu.edu

Appendix C

Reflective Exercise
Professional RD

Please give some thought to different jobs that you've held and what it was like to work at the different places that you've worked.

We are interested in specific experiences in which a person at work, whom you thought liked and respected you, suddenly made you feel less important, less close, or less valued. Regardless of whether such feelings were temporary or more permanent, think of various times when specific people at work made you feel this way.

List three (3) situations at work when you felt devalued (i.e. less important, less close, or less valued) by someone else and then circle the dot on the scale that corresponds to the extent to which this situation made you feel less important, close, or valued.

1)   Not at all   Extremely
                                         Devalued   Devalued

                                    •   •   •   •   •   •   •

2)   Not at all   Extremely
                                         Devalued   Devalued

                                    •   •   •   •   •   •   •

3)   Not at all   Extremely
                                         Devalued   Devalued

                                    •   •   •   •   •   •   •

*From these three listed experiences, please select the experience at work in which you most intensely felt devalued. This will be the situation that you will refer to when this packet calls for a specific devaluing situation.

On the line below, please write the first name of the person at work who, in this situation, made you feel less valued, then write his or her first name in each of the empty lines throughout this packet.

_____
Person at work who made you feel devalued

Describe what happened when _____ made you feel less important, close, or valued.

Before this incident, weren't there some things about your relationships that made you feel as though _____ thought that you were an important and valuable person at work?

Why was this devaluation at work so unexpected?

Mentally put yourself back in this situation. What was it about this experience with _____ that made you feel bad?

List some other words or emotions to express how hurt and unsupported you felt at work when _____ made you feel less valued.

Appendix D

Reflective Exercise
Professional No RD

Please give some thought to different jobs that you've held and what it was like to work at the different places that you've worked.

We are interested in specific experiences in which a person at work, whom you thought liked and respected you, interacted with you as usual (casual conversation), maintaining the typical level of closeness, value, and importance. Regardless of whether such feelings were temporary or more permanent, think of various times when specific people at work made you feel this way.

List three (3) situations at work when you felt that you were having a typical interaction with someone else, and then circle the dot on the scale that corresponds to the extent to which this situation made you feel less important, close, or valued.

1)   Not at all   Extremely
                                        Devalued   Devalued

                      •   •   •   •   •   •   •

2)   Not at all   Extremely

Devalued   Devalued

•   •   •   •   •   •   •

3)   Not at all   Extremely
                          Devalued   Devalued

•   •   •   •   •   •   •

*From these three listed experiences, please select the experience at work that represented a typical day. This will be the situation that you will refer to when this packet calls for a specific situation.

On the line below, please write the first name of the person at work whom you interacted with in this situation, and then write his or her first name in each of the empty lines throughout this packet.

_____
Person at work with whom you interacted

Describe what happened when _____ interacted with you.

Before this incident, weren't there some things about your relationships that made you feel as though _____ thought that you were an important and valuable person at work?

Why was this devaluation at work so unexpected?

Mentally put yourself back in this situation. What was it about this experience with _____ that made you feel the way you did?

List some other words or emotions to express how you felt at work when _____ interacted with you.

Appendix E

**Reflective Exercise
Personal RD**

Please give some thought to different personal relationships that you've had and what it was like in the different relationships you have had.

We are interested in specific experiences in which a person that you were in a relationship with, whom you thought liked and respected you, suddenly made you feel less important, less close, or less valued. Regardless of whether such feelings were temporary or more permanent, think of various times when specific people made you feel this way.

List three (3) situations (outside of work) at when you felt devalued (i.e. less important, less close, or less valued) by someone else and then circle the dot on the scale that corresponds to the extent to which this situation made you feel less important, close, or valued.

1)   Not at all   Extremely
                            Devalued   Devalued

                            •   •   •   •   •   •   •

2)   Not at all   Extremely
                            Devalued   Devalued

                            •   •   •   •   •   •   •

3)   Not at all   Extremely
                            Devalued   Devalued

                            •   •   •   •   •   •   •

*From these three listed experiences, please select the personal experience in which you most intensely felt devalued. This will be the situation that you will refer to when this packet calls for a specific devaluing situation.

On the line below, please write the first name of the person who, in this situation, made you feel less valued, then write his or her first name in each of the empty lines throughout this packet.

_____
Person who made you feel devalued

Describe what happened when _____ made you feel less important, close, or valued.

Before this incident, weren't there some things about your relationships that made you feel as though _____ thought that you were an important and valuable person?

Why was this devaluation so unexpected?

Mentally put yourself back in this situation. What was it about this experience with _____ that made you feel bad?

List some other words or emotions to express how hurt and unsupported you felt when _____ made you feel less valued.
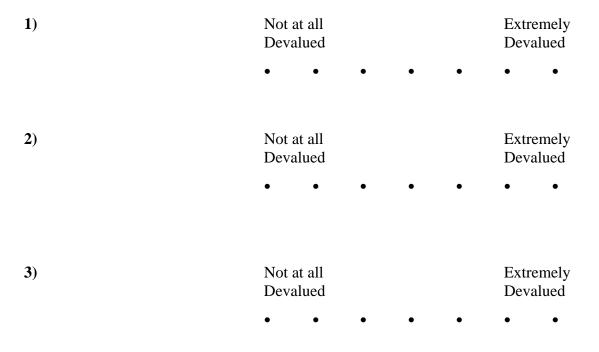

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Appendix *F*
Reflective Exercise
Personal No RD

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Please give some thought to different personal relationships that you've had and what it was like in the different relationships you have had.

We are interested in specific experiences in which a person that you were in a relationship with, whom you thought liked and respected you, interacted with you as usual (casual conversation), maintaining the typical level of closeness, value, and importance. Regardless of whether such feelings were temporary or more permanent, think of various times when specific people made you feel this way.

List three (3) personal situations (outside of work) when you felt that you were having a typical interaction with someone else, and then circle the dot on the scale that corresponds to the extent to which this situation made you feel less important, close, or valued.

1)   Not at all   Extremely
                Devalued   Devalued

                •   •   •   •   •   •   •

2)   Not at all   Extremely
                Devalued   Devalued

                •   •   •   •   •   •   •

3)   Not at all   Extremely
                Devalued   Devalued

                •   •   •   •   •   •   •

*From these three listed experiences, please select the personal experience that represented a typical day. This will be the situation that you will refer to when this packet calls for a specific situation.

On the line below, please write the first name of the person whom you interacted with in this situation, and then write his or her first name in each of the empty lines throughout this packet.

_____
Person at work with whom you interacted

Describe what happened when _____ interacted with you.

Before this incident, weren't there some things about your relationships that made you feel as though _____ thought that you were an important and valuable person?

Why was this devaluation so unexpected?

Mentally put yourself back in this situation. What was it about this experience with
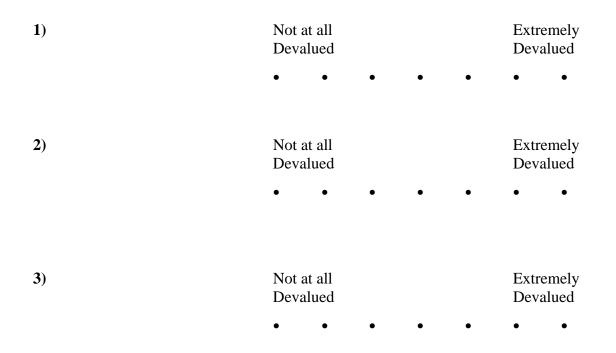_____ that made you feel the way you did?

List some other words or emotions to express how you felt when _____ interacted with
you.

Appendix G
ATQ: Automatic Thoughts Questionnaire
DIRECTIONS:

Listed in this questionnaire are a variety of thoughts that pop into people's heads during that
devaluing situation. Please indicate how frequently, if at all, each thought (or something very
similar) popped into your head during the situation with _____. Write the
number corresponding to how you feel in the blank next to each item.

(1) = Not at all   (2) = Barely at all   (3) = A little of the time   (4) = Some of the time   (5) = A lot of the time   (6) = Most of the time   (7) = The whole time

	Not at all	Barely at all	A little of the time	Some of the time	A lot of the time	Most of the time	The whole time
1. I'm a failure	1	2	3	4	5	6	7
2. Something has to change	1	2	3	4	5	5	5
3. I'm proud of my accomplishments	1	2	3	4	5	5	5
4. Today I've accomplished a lot	1	2	3	4	5	5	5
5. I wish I were a better person	1	2	3	4	5	5	5
6. There must be something wrong with me	1	2	3	4	5	5	5
7. What's the matter with me	1	2	3	4	5	5	5
8. I have many useful qualities	1	2	3	4	5	5	5
9. I am respected by my peers	1	2	3	4	5	5	5

10. I have a good way with others	1	2	3	4	5	5	5
11. I'll never make it	1	2	3	4	5	5	5
12. My life is not going the way I want it to	1	2	3	4	5	5	5
13. I won't give up	1	2	3	4	5	5	5
14. I deserve the best in life	1	2	3	4	5	5	5
15. I'm no good	1	2	3	4	5	5	5
16. Why can't I ever succeed	1	2	3	4	5	5	5
17. I have many good qualities	1	2	3	4	5	5	5
18. I have friends who support me	1	2	3	4	5	5	5

Appendix H
PANAS (Positive and Negative Affect Scale) Q1-20
Measures of feelings of hurt and support Q21- 26

Directions

This scale consists of a number of words that describe different feelings and emotions. Read each item and rate the extent to which you felt each of these emotions during your experience with _____. Write the number corresponding to how you felt in the blank next to each emotion.

Use the following scale to record your answers.

(1) = Very slightly   (2) = A little   (3) = Moderately   (4) = Quite a bit   (5) = Extremely
        or not at all

	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely
19. Interested	1	2	3	4	5
20. Distressed	1	2	3	4	5
21. Excited	1	2	3	4	5
22. Upset	1	2	3	4	5
23. Strong	1	2	3	4	5
24. Guilty	1	2	3	4	5
25. Scared	1	2	3	4	5
26. Hostile	1	2	3	4	5
27. Enthusiastic	1	2	3	4	5
28. Proud	1	2	3	4	5
29. Irritable	1	2	3	4	5
30. Alert	1	2	3	4	5
31. Ashamed	1	2	3	4	5
32. Inspired	1	2	3	4	5
33. Nervous	1	2	3	4	5
34. Determined	1	2	3	4	5
35. Attentive	1	2	3	4	5
36. Jittery	1	2	3	4	5

37. Active	1	2	3	4	5
38. Afraid	1	2	3	4	5
39. Wounded	1	2	3	4	5
40. Invigorated	1	2	3	4	5
41. Supported	1	2	3	4	5
42. Injured	1	2	3	4	5
43. Protected	1	2	3	4	5
44. Hurt	1	2	3	4	5

Appendix I
Organization-based self-esteem (OBSE)

For these questions, please answer with how you felt in the previous scenario. "Around here"
refers to how you know this other person (e.g., through a personal relationship or at work).
Please rate how much you agree with each question by circling the appropriate response.

Use the following scale to record your answers.

| (1) = Strongly Disagree | (2) = Disagree | (3) = Neither agree/disagree | (4) = Agree | (5) = Strongly Agree |

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
1. I count around here	1	2	3	4	5
2. I am taken seriously around here	1	2	3	4	5
3. I am important around here	1	2	3	4	5
4. I am trusted around here	1	2	3	4	5
5. There is faith in me around here	1	2	3	4	5
6. I can make a difference around here	1	2	3	4	5
7. I am valuable around here	1	2	3	4	5
8. I am helpful around here	1	2	3	4	5
9. I am efficient around here	1	2	3	4	5
10. I am cooperative around here	1	2	3	4	5

Appendix J
Mattering to Others Questionnaire

I am interested in how you perceive that people think about you following the situation that you
described. Please rate how much you believe that you matter to the individual in the previous
scenario. Circle the rating you feel is most appropriate.

Use the following scale to record your answers.

(1) = Not Much   (3) = Somewhat   (5) = A lot

	Not Much		Somewhat		A lot
1. I feel special to this person	1	2	3	4	5
2. I am needed by this person	1	2	3	4	5
3. I am missed by this person when I am away	1	2	3	4	5
4. When I talk, this person tries to understand what I am saying	1	2	3	4	5
5. I am interesting to this person	1	2	3	4	5
6. This person notices my feelings	1	2	3	4	5
7. This person gives me credit when I do well	1	2	3	4	5
8. This person notices when I need help	1	2	3	4	5
9. I matter to this person	1	2	3	4	5

10. People have many things to think about. If this person made a list of all the things s/he thinks about where do you think you'd be on the list?

top	
5	☐
4	☐
3	☐
2	☐
1	☐
Bottom	

11. If this person made a list of all the things s/he cares about, where do you think you'd be on the list?

top	
5	☐
4	☐
3	☐
2	☐
1	☐

Bottom

Appendix K
Debriefing Sheet

Thank you for your participation in this study. Your responses and those of the other participants in the study will be used to examine what people think and feel when they perceive relational devaluation in personal OR professional relationships. As you recall, relational devaluation occurs when we regard a close relationship with someone to be less close, important, or valuable than we had previously hoped that relationship was. Specifically, in this study we looked at how responses to perceptions of relational devaluation differ in the workplace as compared to personal relationships. The questions you responded to were meant to measure your thoughts and feelings about the relationally devaluing experience and about how the other person thought and felt about you. This study also investigated whether the self or the relationship is primarily threatened by the relationally devaluing experience.

If you are interested in the results of this study, please contact Peter Sanacore (peter.sanacore@mnsu.edu) at the end of April. Of course, he will be unable to provide you with individual results, because your name will not be associated with your individual data to maintain confidentiality. If you have any further questions or concerns about this study, please contact Peter Sanacore. Thank you again for you participation.

Peter Sanacore
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Figure 1. O'Farrell's (2005) Model of Relational Devaluation.