Sensemaking of Interpersonal Work Stressors and Organizational Behaviour

The Influence of Different Attributions on Organizational Citizenship Behaviour and

Counterproductive Work Behaviour

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## Abstract

The work environment involves a lot of social interactions, of which some are social stressors that people will try to make sense of. In a sensemaking process the person experiencing an interpersonal work stressor may blame this event to themselves (self-attribution) or to external factors (the other person or situation attribution). This sensemaking of an interpersonal work stressor may influence a person's organizational behaviour, such as Counterproductive Work Behaviour (CWB) and Organizational Citizenship Behaviour (OCB). Besides, due to certain behaviours being accepted in some environments more than others, social norms could be of influence on the attributions made about an interpersonal work stressor. To examine this, qualitative data was used from ten semi-structured interviews. Drawing on sensemaking theory, the findings showed that most of these interpersonal work stressors were attributed to the other person involved in the conflict, which elicited both OCBs and CWBs. Within situational attributions, no CWBs but OCBs were shown. Contrary to expectations, the singular self-attribution was positively correlated with CWB. Moreover, these social stressors were often considered as normal and frequent behaviour for the person of conflict (i.e. the other party). Based on these results different implications, limitations and directions for future research were indicated.

*Keywords:* interpersonal work stressor, sensemaking, attribution, organizational behaviour, OCB, CWB, norms

**Sensemaking of Interpersonal Work Stressors and Organizational Behaviour**

Social interactions at work can be a source of social support or a significant stressor for employees (Wong, & Kelloway, 2016). The work environment often involves a lot of social interactions. Some of these interactions can be perceived as an interpersonal stressor when the form or content is negative (Klumb, Voelkle, & Siegler, 2016). Interpersonal work stressors can lead to strain, and at the same time to different organizational behaviours, such as aggression, withdrawal, but also engaging in extra tasks and accommodating others to for instance compensate feelings of guilt (Semmer, Jacobshagen, Meier, & Elfering, 2007; Spector & Fox, 2010; Weick, Sutcliffe & Obstfeld, 2005). The person experiencing this interpersonal stressor at work will have the urgency to try to make sense of what has happened and why it happened, to justify the other person's actions and to adjust their own subsequent behaviour (Weick et al., 2005; Wrzesniewski, Dutton & Debebe, 2003; Hamilton, 1980; Weiner, 2000). In this sensemaking process the person may attribute the interpersonal stressor to either themselves or something outside themselves, i.e. the other person involved or the situation (Wrzesniewski et al., 2003). When the cause of the interpersonal stressor is perceived to be outside of the control of the involved people, e.g. pressure from a third party or working conditions, this is a situational attribution (Barry & Crant, 2000). Also, it could be that social norms can be of influence on the justifications of the shown behaviour, i.e. the attribution made, if that that behaviour is deemed normative and acceptable (Liu, Wang, Bamberger, Shi & Bacharach, 2015; Salancik & Pfeffer, 1978). Weiner (2000) argues that such a motivational process, i.e. an attribution, fills the breach between the event and the behavioural outcome. The event gives rise to different feelings and emotions and to whom or what is held accountable, which in turn elicits different organizational behaviours. On the one hand, for example, when Person A experiences a conflict with Person B

and Person B is not held responsible for this conflict, but rather Person A holds himself accountable, Person A tends to feel sorry and this can elicit sympathy and in turn helping behaviours. This example shows that interpersonal work stressors can be associated with Organizational Citizenship Behaviour (OCB), defined as organizationally favourable, voluntary, non-rewarded and extra-role behaviours, such as helping colleagues (Grant & Mayer, 2009; Spector & Fox, 2010). On the other hand, when the interpersonal stressor is attributed to Person B, i.e. the other person, in the previously mentioned example, it can come along with feelings of frustration and elicit Counterproductive Work Behaviour (CWB), defined as organizationally harmful behaviours, such as sabotage or withdrawal (Baka, 2019; Spector & Fox, 2010; Spector et al., 2006). CWBs are believed to be one of the most serious causes of organizational costs, including financial damage, employee psychological damage and organizational image harm (Baka, 2019). By identifying the sensemaking and motive work of interpersonal work stressors, I try to understand the underlying motivations and reasons for the consequential behavioural outcome(s).

Although we know a lot about how interpersonal work stressors may influence OCB and CWB, we do not yet have sufficient knowledge about the influence attributions have on this relationship. This could be of importance since attributions play a central role in human behaviour, not only rationalizing others' behaviour but also as antecedent for subsequent behaviour (Lord & Smith, 1983; Ng & Ang, 1999; Weick et al., 2005). Accordingly, the different attributions might clarify the different subsequent behaviour. When we have an understanding of how people attribute different behaviours and the consequential behaviour that brings, it might enlighten the way to sense and support employees, which could enhance OCBs and forestall CWBs. Meyer (2004) argued that when these interpersonal conflicts are poorly

managed, it can affect the frequency and degree of possible forthcoming conflicts and has an unfavourable effect on the productivity, learning and job performance of the employee. Furthermore, there is little research about the impact organizational norms can have on the sensemaking of interpersonal stressors and its consequential organizational behaviour. This is important since sensemaking usually occurs as a result of unexpected or discrepant events, thus when something is normative the sensemaking process is not necessarily the same anymore, such as that a certain interpersonal stressor might be more accepted, which can be associated with a lessened need to retaliate, or the cause of it could be perceived as situational instead of personal (Spector & Fox, 2010; Weick et al., 2005; Wrzesniewski et al., 2003). Therefore, it is meaningful to have an insight in what this influence on their organizational behaviour might be, not only for theoretical understanding but also for companies to be able to act upon. In other words, although we know that different interpersonal work stressors can motivate CWB or OCB, there is little knowledge about the sensemaking behind this and the influence social norms have on this all.

In the present paper, I used qualitative data from interviews to extend previous literature about the way people make sense of interpersonal work stressors, how they attribute these interpersonal stressors and its influence on their own behaviour thereafter. Moreover, I will shed light on the possible influence that organizational norms around social interactions have on how a person attributes this and on consequential behavioural outcomes. This all is tested through the conduction of ten interviews with adults working more than 20 hours per week. These interviews will provide some insight in the way people deal with interpersonal work stressors. The proposed research model is graphically displayed in Figure 1. In the following sections, I discuss each subject more deeply, which will lead to the developed hypotheses.

**Sensemaking of Interpersonal Work stressors**

Interpersonal work stressors are social interactions of interpersonal misuse at work, defined by a negative character or composition, that could vary in degree of intensity, e.g. criticism, dishonesty, disrespectful comments, offensive remarks, yelling, or insults from anyone at work (Tepper & Henle, 2011; Klumb et al., 2016). Hershcovis (2010) lists various constructs of workplace mistreatment that range from conflicts to more implicit forms of mistreatment, such as incivility and undermining. Social conflicts concern disagreements between people, whereas incivility is a more implicit, low intensity type of stressor. All of these may have an unfavourable impact on the employee's well-being, including threatening a person's self-esteem (Klumb et al., 2016; Semmer et al., 2007).

Through sensemaking, a retrospective process, people try to re-interpret a situation by coming up with possible explanations of the situation and people's behaviour (Weick et al., 2005). Sensemaking is about the interaction of an event and the person's interpretation of it. Sensemaking is mostly triggered by a somehow unexpected or surprising experience that evokes a need for explanation or understanding, such as an interpersonal stressor (Maitlis & Christianson, 2004). These interpersonal stressors, often due to their unexpected nature, create the need to make sense of the social situation, by attempting to find an explanation as to why the other person involved acted the way he did. This part, where the person seeks to make an attribution of the unpleasant social interaction, is called "motive work". Evaluating someone's motives helps to identify whether the behaviour is demonstrative of another's feelings and beliefs and whether this behaviour is likely to recur (Wrzesniewski et al., 2003). The assumption one makes of the involved person's motives are presumably different between employees and situations (Weick, 1995). For example, one can perceive an interpersonal stressor, such as criticism, as normal and part of the environment (due to the frequency and acceptability of it by

others at work) or necessary for their work, while another might perceive this as a personal attack. According to attribution theory, one could blame themselves for the interpersonal stressor, i.e. self-attribution, or one could blame something outside themselves for it, i.e. external attribution (Scherer, Schorr & Johnstone, 2001). External attributions can be split into personal and situational attributions. A personal attribution is made to the other person involved, with its personality dispositions and attitudes (Barry & Crant, 2000). Personal attributions in this study include attributing the behaviour to the other person's intentions to hurt, unpleasant personality or intentions to seek revenge. On the other hand, the situation can be perceived as an explanation of the shown behaviour in a conflict (Bowers, 1973; Lord & Smith, 1983). A person who has been insulted, may make a situational attribution when he, for instance, blames the stressful conditions the person who insulted him is under, the family problems that person has, his emotional state or the pressure that person feels from another party.

All formerly mentioned different attributional evaluations may be associated with certain organizational behaviours (Lord & Smith, 1983; Weick et al., 2005; Weiner, 2000). Weiner (2000) argues that when the other person involved is held accountable for the interpersonal stressor, this could elicit feelings of anger that in turn give rise to non-social behaviours, i.e. CWB. Additionally, he argues that when the other person involved is not perceived as accountable for the interpersonal stressor, this could elicit feelings of sympathy that in turn provoke prosocial behaviours, i.e. OCB. For the rest of this paper, since it concerns interpersonal conflicts between two people, I will refer to the person talking about the experienced event and attributing it as 'the person', and I will refer to the other person involved in the event as 'the other person' or 'the person of conflict'.

Thus, feelings and attributions accompanying this sensemaking process can be related to different types of organizational behaviour. By identifying the sensemaking and motive work of interpersonal stressors at work, I try to understand the underlying thoughts and reasons for the consequential behavioural outcome(s).

**Behavioural Outcomes Following a Sensemaking Process**

**CWB.** Fida and colleagues (2014) found that interpersonal conflicts at work are positively associated with negative emotions, which in turn are positively correlated with CWBs. CWB is voluntary behaviour that breaches substantial, organizational and social norms and can consecutively cause organizational loss and harm (Fida et al., 2014; Spector & Fox, 2005; Spector et al., 2006). It can include behaviours such as withdrawal (absence, arriving late, leaving early and taking longer breaks), theft, harassment, abuse against others, production deviance and sabotage. There are different reasons for employees to engage in CWB. Chen and Spector (1992) showed that feelings of frustration and anger forecasted numerous forms of CWB, such as abuse, withdrawal and sabotage. Some employees engage in CWB as an attempt to scale these negative emotions down and to handle stressful work situations (Penney & Spector, 2007; Matta, Erol-Korkmaz, Johnson, Biçaksiz, 2014). On the other hand, it could be an effort of getting back control at work. Research indicates that interpersonal work stressors are positively related to CWB (Penney & Spector, 2005; Chernyak-Hai & Tziner, 2014). When this interpersonal work stressor is attributed as caused by the other person involved, it might bring up feelings of unfairness, frustration, anger or mistreatment (Matta et al., 2014; Spector et al., 2006). As such, as an attempt to regain control or to scale down negative emotions, people who are exposed to an interpersonal stressor that is caused by the other person involved may consequently engage in CWB (Spector et al., 2006). In summary, these findings lead to:

*Hypothesis 1: Attributing an interpersonal work stressor to the other person involved is*

*positively associated with CWB.*

Contrarily, when the event is attributed as situational, the impact of the interpersonal

stressor on a person can change (Wrzesniewski et al., 2003). With a lack of accountability to the

other person involved, there could be less feelings of anger. Besides, through understanding the

circumstances that led to that person's actions, also feelings of sympathy could arise (Weiner,

2000). This could both in turn lessen the burden of the interpersonal stressor due to fewer

feelings of anger or frustration for example. When the event is less perceived as stressful for the

person experiencing this, it could be associated with feeling fewer needs to retaliate, thus

showing less CWB (Liu et al., 2015). Concluding, these findings lead to the second hypothesis:

*Hypothesis 2*: *Attributing an interpersonal work stressor to the situation is negatively*

*associated with CWB.*

**OCB.** On the other hand, Spector and Fox (2010) state that interpersonal work stressors

may be positively correlated with OCB efforts, when the act of the other is perceived as

unintentional or uncontrollable and therefore feelings of sympathy might arise, or when the

person experiencing the event regards himself as the instigator of it. OCB can be defined as

unrestricted behaviour to contribute to the organization/workplace above what is (formally)

required of employees, and to promote the efficient and effective functioning of it (Tziner &

Sharoni, 2014; Oo, Jung & Park, 2018). Key aspects of OCB include organizationally

favourable, extra-role, voluntary and non-rewarded behaviours (Spector & Fox, 2010). OCBs

can for example be affiliative behaviours such as helping others and sharing resources, as well as

challenge behaviours such as handling issues and changing work methods to benefit the

organization (Grant & Mayer, 2009). When an interpersonal work stressor is attributed to the self

it might come along with feelings of guilt, shame or compassion, which in turn will motivate for a more committed employee showing more OCB (Perrewé & Zellars, 1999). An individual can experience feelings of guilt and responsibility when the controllability of the event is perceived as internal (Weiner, 2000). This perception of guilt or responsibility can cause an individual to show greater efforts at work, i.e. OCB (Perrewé & Zellars, 1999). In summary, these findings lead to the third hypothesis:

> *Hypothesis 3: Attributing an interpersonal work stressor to the self is positively associated with OCB.*

**Social Norms Influencing Attribution**

Further, past experiences and social norms can influence how a person makes sense of the interpersonal stressor (Weiner, 2000). Additionally, Burks and Krupka (2012) indicate that norms can have an impact on organizational behaviour. A norm is a social creation in which a shared understanding exists of a certain behavioural rule, which indicates what behaviour an individual is ought to show in a particular situation (Krupka, Leider & Jiang, 2017). Social norms affect the expectations and justifications of certain behaviour, by making the behaviour explainable (Salancik & Pfeffer, 1978). When justifications of the behaviour are acceptable, this can inflate the likelihood of its occurrence. The organizational climate can be perceived as part of the social norms there, as Salancik & Pfeffer (1978) state it "the shared perceptions of what attitudes and needs are appropriate, the shared definitions of jobs and work environments, and the definitions of how people should relate to that environment" (p.240). For example, Liu and colleagues (2015) showed that perceiving alcohol consumption with clients and at work as the norm among newcomers was associated with higher alcohol abuse. This implies that when behaviours that are otherwise negative or aberrant, such as alcohol consumption at work, are

perceived as normative and part of the organizational climate, people are more likely to accept them and engage in them. For interpersonal stressors, this could imply that it lessens the need to retaliate as people deem interpersonal stressors as more acceptable. Moreover, Spector and Fox (2010) indicate that when the behaviour is more familiar the assumption of the cause of the event will be more to the situation than to internal and controllable causes. For the current study this might imply that when the interpersonal work stressor is part of the norm, the stressor could be attributed more as component of the environment, i.e. situational attribution. When certain behaviour is more accepted and part of the organizational climate, i.e. normative, it could be perceived as less stressful, thus be associated with feeling fewer needs to retaliate (Liu et al., 2015). Altogether, these findings lead to the last hypothesis.

*Hypothesis 4: Perceiving an interpersonal work stressor as normative, makes people more likely to attribute the stressor to the situation.*

**Method**

**Participants**

The sample of this research consists of ten adults, working at least 20 hours per week. These participants were recruited using the investigator's own network and the snowball method. The recruitment was done by messaging a possible participant about the aim and duration of the interview and the request to participate. All participants were provided with written information about the study and gave consent prior to participation. In total 11 possible participants were approached, of which ten actually participated in this study. The ages of the participants ranged from 25 to 57 years old, and 60% of the participants were female. The participants all had different professions and varying working hours, from 6 to 10 hours per day and between 24 and

50 hours per week. Besides, the total work experience of the participants ranged from 1,5 to 37 years.

**Procedure**

A qualitative research method was used, namely an interview study. The data of this study were gathered using a semi-structured interview with the participants. The interview was composed by the thesis supervisor and myself. I translated the English version to Dutch, making it more accessible to conduct the interview with the Dutch participants. The complete interview structure can be found in the appendix in English and Dutch. The approach of the interview was semi-structured. Six main topics were used as guidance for the interview, namely demographics, the specific event (i.e. an experienced interpersonal work stressor), the attributions of the event, organizational norms and motivational and social outcomes. The interview started with the demographics, to learn about the participant's background information such as age, occupation and working experience. Subsequently, participants were asked about an interpersonal stressor at work. The remaining topics all started with a general question to induce the interviewee to narrate about that topic. Besides, to gather all necessary information from each participant, specific criteria were determined on each of these overarching topics. Concerning the interpersonal stressor, the participants were asked about which parties were involved in the event and their relationship with the participant, how long ago it happened, the content of the event and the cause. For the sensemaking of the event the participants were asked about the involved person's motive, as well as the consequential motive of the participant. The criteria of organizational norms were examined by asking about the frequency of the behaviour and the normative character of it. Furthermore, questions were asked about the subsequent motivation, task-related performance and social interactions at work. For each of these criteria topics, follow-

up questions were prepared that could be asked when these formerly stated criteria were not met

when the participant answered the general question on that topic. For example, when asking

about the event, participants talked about the content of the conflict but not all of them

mentioned the cause of the conflict themselves. If this occurred, a follow-up question was asked

about their thoughts on the cause of the conflict. At the end of each interview the participant was

asked if they had anything more to add or ask. By doing this all, the interview structure was

arranged in such a way that it made sure every necessary element would be asked about across

participants.

The interviews took place either in person or by telephone. Eventually, the interview was

conducted by telephone seven times and live three times with a duration of approximately 20 to

40 minutes. All interviews were fully recorded. Additionally, all interviews and study forms

were in Dutch. Furthermore, the interviews were anonymized after transcribing.

**Analysis**

A priori of coding the data, a code tree was formed based on the literature and the topics

raised in the questions of the interview. The data were arranged by coding the interviews using

the program ATLAS.ti (see Tables and Figures). The codes evolved from the overarching and

most important themes raised in the interview. Firstly, the background information resulted in

the main code 'demographics'. This code consisted of different subcodes, such as age, current

occupation and working hours. Secondly, the main codes 'interpersonal work stressor',

'sensemaking' and 'social behavioural outcomes' were formulated to test the first three

hypotheses, namely that personal attribution is positively associated with CWB (H1), that

situational attribution is negatively associated with CWB (H2), and that self-attribution is

positively associated with OCB (H3). The subcodes belonging to interpersonal work stressor

concerned the type/content of this interaction (e.g. an argument, ignoring, rudeness, etc.), the involved parties and the time since the event happened. The main code sensemaking included the subcode motive work, which consisted of different types, i.e. self-attribution and external (personal or situational) attribution. The social behavioural outcomes code was split into two subcodes, namely OCB and CWB. Lastly, the fourth hypothesis "perceiving an interpersonal work stressor as normative, makes people more likely to attribute the stressor to the situation" (H4), was drawn upon mostly by the last main code 'norms', which consisted of three subcodes, i.e. frequency, acceptability and organizational climate. All subcodes and types were provided with different criteria to be consistent on what data would fit that code, as can be found in Table 1.

On the basis of this a priori code tree the relevant fragments in the transcripts were provided with several codes, using the Constant Comparative Method (CCM). The CCM enables a step-by-step comparison of the interviews with the aim of finding similarities and patterns in the data, of which a (new) theory could be originated (Boeije, 2002). In the first step a comparison within one interview took place (open coding), where each sentence is provided with an appropriate code. The purpose of this internal comparison is to understand and formulate the core sense of an interview with the assigned codes. In the second and final step, comparison between interviews of the same group, i.e. persons who share a similar experience, took place. In this step the main task was to compare interview segments from the different interviews and search for segments that revolve within the same theme, which should receive the same code in addition (axial coding). Certain criteria were determined to establish similar segments. For example, the interview segments that included data about the person withdrawing from work responsibilities would receive the code CWB. In this way an additional expansion of the

conceptualization and definition of a certain topic could be achieved, as well as an overview of the existing code combinations (Boeije, 2002). During these two steps of the CCM, some additional a posteriori codes were formed and added to the code tree. As stated in the results, there was no existing code that belonged to that data, thus extra codes were added to analyse the data more specifically.

Eventually a final code tree originated (a posteriori code tree), of which the main and subcodes are shown in Figure 2. By means of the coded parts, the different attributions of an interpersonal work stressor and its influence on organizational behavioural outcomes have been studied. The data from two or more codes were analyzed and compared with each other to try to find a pattern in the outcomes, such as the person of conflict related to the type of organizational behaviour. Moreover, I also examined the influence of organizational norms on how people attribute the interpersonal work stressor.

## Results

Based on the analysis of the content of the assigned codes the following results can be stated. Overall the participants were able to recall an interpersonal stressor at work. Almost all recalled a stressor that happened within the past two years, only for Interviewee 2 it was 5 years ago, and for Interviewee 5 it was a longer time ago (30 years). For half of the participants the type of the unpleasant situation was a social conflict and for the other half it was incivility. Five participants recalled an interpersonal work stressor with their supervisor, three with a client/patient/customer, one with a colleague and one with a subordinate. The results are further reported within the main subjects of the four hypotheses, namely external attribution (i.e. personal and situational), self-attribution and social norms.

### External Attribution

Out of all the participants, 90% attributed the situation outside themselves. Of all external

attributions 78% attributed the conflict to the other person involved, and the other 22% attributed

it to the situation. One of the two situational attributions also partly blamed the person involved.

**Personal attribution and CWB.** Of the seven participants that made a personal

attribution, 43%[1] engaged in CWB. Interviewee 2 was the only one to engage in solely CWB, by

resigning. He experienced incivility by his supervisor and as a result a negative effect on

productivity at work and in the end he resigned. Interviewees 4 and 7 engaged in both OCB and

CWB as a result of the social conflict with their supervisor. Interviewee 4 engaged in CWB by

being mad at her boss for planning in new operations without her knowledge and approval,

resulting in less extra effort at work than before. As she said that due to these stressors, "The

pleasure in your work is less and along with that the input of extra effort decreases". Interviewee

7 engaged in CWB by resigning, after trying to handle the issues he and his supervisors had

about the decrease of the pre-agreed bonus. He noticed that they chose for their own success and

not for principles, "I had quite some conversations with them about this bonus. We were clearly

not on the same page concerning this issue".

**Personal attribution and OCB.** Of the seven participants that made a personal

attribution, 71%[2] engaged in OCB. Interviewees 1, 8 and 10 engaged in solely OCB. Interviewee

1 experienced an incivility social stressor with a patient, and Interviewee 10 with a colleague.

Interviewee 8 experienced a social conflict stressor with a subordinate. All three participants

engaged in OCB by trying to handle the issue(s) they had. For example, Interviewee 8

experienced a disagreement with a subordinate about his lack of abilities that he did not

understand and see himself. She tried to handle this issue by thinking from his point of view and

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[1] This percentage includes participants that engage in both CWB as well as OCB
[2] This percentage includes participants that engage in both OCB as well as CWB

to come up with different plausible solutions to make him deliver greater work, "I tried very hard but I did not get through to him. I also attempted to solve it in another way, with a coach or therapist or someone who could help him". Interviewee 4 and 7 experienced the social conflict with their supervisor and engaged in both CWB and OCB. For Interviewee 4 the conflict was her supervisor planning work for her and her colleagues behind their back and without agreement on it. She engaged simultaneously in OCB besides the before mentioned CWB of being mad at her boss. She engaged in OCB through listening and providing advice to colleagues who experienced the same and through arranging a coach that could help handle this issue. Interviewee 7 first tried to handle the issues about the decrease of his bonus (OCB) before he eventually resigned (CWB) due to the considerable difference in principles. He did do his job well until the end, to show his supervisor what he was losing.

**Personal attribution and no change in subsequent organizational behaviour.** Of the seven personal attributions made, only one Interviewee (5), did not engage in CWB or OCB. The social conflict of Interviewee 5 was a public attack and rejection from her supervisor about an idea she was presenting to a group. She noticed some influence of this conflict for the remaining day, as she was less productive that day. She really liked her job and was being taken care of well by others right after the conflict, which made it less impactful on her subsequent behaviour.

These formerly stated findings indicate that for 43% of the participants that made a personal attribution, it was associated with CWB. This partially supports Hypothesis 1, which predicted that attributing the interpersonal work stressor to the other person involved is positively associated with CWB.

**Situational attribution.** Interviewee 3 and 9 experienced a social conflict with a customer which they attributed to the situation, due to circumstances outside of the control of the

involved people. The conflict experienced by Interviewee 9 was an unhappy customer that was mad at her because his contract had suddenly changed. She attributed this conflict entirely to the situation, due to the incomplete information the customer received before from her colleague. The conflict Interviewee 3 experienced was a client yelling, shouting and being mad at her and her colleague right at the start when they met. She primarily attributed the stressor to the situation, as she thought that the person involved did not receive the necessary support from the municipality that he did ask them for multiple times. "He did have very, very negative experiences with youth care, thus we came in with a big backlog." However, she also partly blamed that person of conflict for acting in a disrespectful way by yelling and shouting at her. "I know he was in a difficult situation, but of course you do not have to threaten us. We come with good intentions."

**Situational attribution and OCB.** Of the two participants that made a situational attribution, 100% engaged in OCB. Interviewee 9 engaged in OCB by trying to solve the misunderstanding with her customer. Besides, after this event when colleagues came across a similar situation, she showed OCB by supporting them with her knowledge of and experience with such a situation. "I think, because I had experienced something like that, I could show understanding for others who had similar situations and I could help them out somewhat further." Interviewee 3 perceived the situation, i.e. the municipality, to partially be the cause of the behaviour of her client and she partly attributed the conflict to the person involved, i.e. the client, due to his excessive behaviour. She did not engage in any other behaviour than normal besides helping her colleague that she was with in the same conflict (OCB).

**Situational attribution and CWB.** Of these two participants that made a situational attribution, 0% engaged in any CWB.

These findings, especially that both participants do not show CWBs, provide support for the second hypothesis, which stated that a situational attribution of the interpersonal work stressor is negatively related to CWB.

**Self-attribution**

Out of the ten participants only one, Interviewee 6, actually blamed himself (for the start of) the social work stressor of incivility with his supervisor. Although, he also partly blamed his supervisor for the conflict, due to his undervaluation towards him and his overall poor communication. "In my supervisor's point of view, I didn't really have anything to think about what it was like there in practice, as a temporary worker", and "Due to his lack of communication some sort of conflicts arise". Even though it did change his attitude towards work and his supervisor, it had no influence on his work towards the clients. The interpersonal stressor resulted in a reduced drive for work and he became less productive. This participant was not the only employee in the company to have this feeling towards that supervisor. Since this participant did not engage in any OCB and even engaged in CWB by working less hard, these findings do not support Hypothesis 3, which predicted that self-attribution of the interpersonal work stressor is positively associated with OCB.

**Social Norms**

The data did not contain a participant that actually experienced the behaviour to be common and accepted within the workplace. Strikingly though, 60% of the participants experienced the behaviour to be normal for the other person, i.e. that person showed this behaviour more than once and in different situations, also with other colleagues. As Interviewee 10 indicated, "This happened more often to me, but meanwhile also other colleagues had trouble with her". None of the participants experienced the behaviour to be normative for the climate in

the company. Therefore, Hypothesis 4, which predicted that perceiving an interpersonal work stressor as normative makes people more likely to attribute the stressor to the situation, could not be tested.

**A Posteriori Findings**

Some participants reported behaviours and thoughts that were not considered in the a priori code tree, which led to a posteriori new codes. Following, the formation of and the results on these a posteriori coded data are stated. Furthermore, the difference in relationships with the other person involved and the subsequent behaviours are considered a posteriori.

**Unexpected behaviour**. As it turns out, for some participants it was more common for interpersonal stressors to be expected of certain people. Therefore, I added a new main code, namely 'unexpected behaviour', for when the event was especially unexpected. For 40% of the participants the interpersonal work stressor was unexpected behaviour.

**Motivation.** Data that was found a posteriori in the interviews was thought processes about the ambition to work, mainly about working less. This did not belong to CWB since it concerned thoughts and no actual behaviour. Therefore, an additional subcode was added a posteriori to the main code social behavioural outcomes, namely 'motivation', which was coded as reduced. Of all ten participants, 70% had a reduced motivation after the interpersonal work stressor. For two of them, Interviewee 5 and 9, it was just for the rest of the day, since one of them had a friendly customer again and the other was taken care of well by others. For the rest of the participants, Interviewee 2, 4, 6, 8 and 10, it lasted a longer while or they still experienced this reduced motivation for their work.

**Social interactions.** In addition, there was data in the interviews in which participants talked about the event with colleagues or friends after the interpersonal work stressor and tried to

avoid the person of conflict. Seeking support did not belong to OCB since the support was for themselves and was not in the benefit of a colleague or the organization. Moreover, avoiding the other person did not belong to CWB since the participants did this mainly to protect themselves from further negative interactions with that person of conflict and to still be able to perform the job well. Therefore, an additional subcode was added a posteriori to the main code social behavioural outcomes, namely 'social interaction'. Accordingly, the social interaction types were seeking social support and avoiding the person of conflict.

***Seeking social support.*** Out of all participants, 80% sought social support after the interpersonal work stressor to talk about it with colleagues and some also with friends. For example, Interviewee 5 was being taken care of well immediately after the conflict which made it easier to take in, "What really helped me was that the salesman supported me after this public conflict".

***Avoiding the person of conflict.*** Additionally, 40% of all participants avoided the person they experienced the conflict with. Some of them did this to avoid future stressors with this person, as Interviewee 10 stated "I actually avoided her as much as possible. Also, because I think we made each other quite angry".

**Relationship with the other person.** Furthermore, when we look at difference in the relationship with the other person, of the five participants that experienced their interpersonal stressor with a supervisor, four showed CWB. The shown CWBs concerned working less and/or resigning, which were all behaviours that were aimed at the organization. Interestingly, the CWB that has been shown by the participants, all occurred when the interpersonal conflict was with their supervisor. In addition, of the three participants that experienced their interpersonal work

stressor with a client, all engaged in OCB of which two of them by trying to solve the issues with their client.

## Discussion

In the current study, the influence attribution of an interpersonal work stressor has on organizational behaviour is investigated. The findings show that most of these interpersonal work stressors are attributed to the other person involved, which elicited both OCBs and CWBs. The situational attributions went along with less CWBs and some OCBs. Only one participant attributed the event to himself and was less motivated, avoided the person of conflict, engaged in CWB, and showed no OCB. Besides, none of the participants perceived their interpersonal stressor to be normative in their workplace. In the following section I will shed light on some possible explanations of the main and additional findings of this study.

### Personal Attribution

Specifically, the first hypothesis, concerning that attributing the interpersonal work stressor to the other person involved is positively associated with CWB, was only partially supported. Not only did some participants who attributed the stressor to the other person engage in CWB, some also engaged in OCB and most even engaged in both. There could be different explanations for this. The shown OCB could be due to feelings of sympathy, compassion and knowing how to help colleagues after they experienced the same or a similar interpersonal stressor (Spector & Fox, 2010; Weiner, 2000). On the other hand, also in line with former research, these interpersonal stressors sometimes led the participants to engage in extra-task behaviour (Weiner, 2000). For instance, feeling the need to handle the issues caused by the stressor to be able to still effectively and pleasantly perform their job. Furthermore, personal preferences of handling conflicts could be different between the participants, whereas some

prefer to collaborate and voice the problems to overcome them, others might prefer to avoid or

retaliate (Baron, 1989). Furthermore, Spector and Fox (2010) indicated that the combination of

OCB and CWB could be linked to the phenomenon that a situation might trigger constructive

and destructive acts at the same time. We see a similar trend here: some of the participants' first

reaction is anger and frustration, with engagement in CWB as consequence, and afterwards

regret this or at least want to try to restore the processes or relationship by engaging in OCB.

Contrarily, other participants tried to handle the issues first (OCB) and after failure of

overcoming the problems they started to engage in CWB. This is also in line with former

research, as one can be provoked by the situation to engage in OCB and subsequently turn to

CWB as retaliation for the situation (Spector & Fox, 2010). These different feelings

accompanying the situation and attribution that in turn elicit different organizational behaviours,

could be an explanation of the inconsistent findings for Hypothesis 1.

**Situational Attribution**

One participant attributed the interpersonal stressor completely to the situation and

engaged in OCB and not in any CWB. These findings confirm Hypothesis 2, which stated that

the situational attributions would be negatively associated with CWB. The reason for this could

be that the participant tried to handle the issues to keep the relationship well with the customer.

This is consistent with previous research, which indicates that OCB is involved with supporting

or even improving work relationships (Grant & Mayer, 2009). Besides, since this stressor was

experienced with a customer, there could be a need to solve the issue because the mindset was

'customers first' (Sah, 2019). Furthermore, the participant that attributed the event to both the

situation and the person of conflict did not engage in any CWBs but only showed more helping

behaviours towards the colleague that was experiencing the conflict with her (OCB). This could

be linked to previous research findings that prosocial behaviour can be provoked by feelings of

sympathy and concern for others (Perrewé & Zellars, 1999; Weiner, 2000).

**Self-attribution**

In relation to the third hypothesis, which predicted that self-attribution would be

positively associated with OCB, only one participant has attributed the interpersonal stressor

(partly) to himself. That the data consists of only a singular self-attribution may be due to that

people seem to attribute their own actions to the situation and similar actions from others to the

other's personality or personal tendency (Ng & Ang, 1999). The participant that made a self-

attribution, only blamed himself for the start of the interpersonal stressor. He engaged in CWB,

which might be because he tried to compensate for his lack of competence as perceived by his

supervisor. This phenomenon is also indicated by Cooke, Wang and Bartram (2019), who stated

that a lessened self-efficacy and feeling of competence can be positively associated with

frustration and subsequent CWB. Moreover, this participant additionally attributed the conflict to

his supervisor, for the rest of the conflict's development. This could also have contributed to the

frustration and thus CWB (Chernyak-Hai & Tziner, 2014).

**Sensemaking and Norms**

Strikingly, none of the participants perceived the interpersonal stressor to be normative

for their organization's climate. An explanation for this could be that social norms can make

behaviour explainable and accepted, thus less necessary to make sense of and therefore

remember (Salancik & Pfeffer, 1978). All participants mentioned an interpersonal stressor that

had made an impact on them and which they remembered quite well. This is in line with

previous research that people want to try to understand surprising or impactful experiences to a

greater extent compared to frequent, less impactful events (Maitlis & Christianson, 2004). Due to

this lack of data on hypothesis four, which assumed that perceiving an interpersonal work stressor as normative makes people more likely to attribute the stressor to the situation, it could not be tested.

Interestingly, however, more than half of the participants indicated that the described interpersonal stressor was normal for the person of conflict, i.e. it happened more than once with that particular person and also colleagues experienced similar events with that person. Still this affected their behaviour and triggered them to make sense of it. Contrarily, previous literature showed that the unexpectedness of an event would be related to try to make sense of it and less when it is normal (Maitlis & Christianson, 2004). The findings indicate that in some cases the impact of the event plays a larger role than the unexpectedness of it. The additional organizational behaviour was for 67% of them CWB, and the remaining 33% had a reduced motivation and tried to avoid the person of conflict. In the paper of Baillien, Notelaers, De Witte and Matthiesen (2011) is shown that conflict frequency intensified the positive relationship between forcing and avoiding reactions to conflict and bullying. In the current paper we see a similar trend, when the experienced conflict behaviour is perceived as negative and more frequent, it can be associated with a larger negative impact than when it is not frequent and with more engagement in CWB than OCB.

**Additional Findings**

There are two additional findings that are important to discuss. First of all, in this study I distinguished between different persons of conflict and looked at the subsequent behaviour. Interestingly, the CWB that has been shown by participants, all occurred when the interpersonal conflict was with their supervisor. These CWBs were all aimed at the organization, namely doing less work or resigning. This is in line with the findings of Frone (2000) that conflict with

supervisors were related more to negative organizational outcomes compared to conflict with colleagues. Similarly, Bruk-Lee and Spector (2006) found that conflict with a supervisor was associated with organizational CWB. Contrarily, the three participants that experienced the interpersonal stressor with a client all indicated it as an unexpected event and two of them showed OCB by trying to solve the issue. This is in line with Sah (2019), who indicated that the attitude 'client-first' leads to a less biased advice. This underlying mindset is an explanation of the need to solve the issue with clients, instead of showing CWB.

Secondly, most of the participants seemed to seek social support and/or try to avoid the person of conflict. This can be a way of trying to keep performing their job well and lessen the impact that person has on them (Spector & Fox, 2010). Due to the social support the participants received, they had additional resources that can contribute to feeling more adaptable, proactive, determined and able to solve the problem (Cooke et al., 2019). Aside from that, most participants experienced their organizational climate as positive or at least acceptable, functioning as a buffer for CWB (Chernyak-Hai & Tziner, 2014). Moreover, the participants' avoiding behaviours are in line with previous research findings, indicating that people seem to mostly avoid (future) conflict in possible conflict situations (Peterson & Peterson, 1990).

**Theoretical and Practical Implications**

This current study offers several significant implications. In particular, it provides theory and practice with more information and understanding about the influence of attributions of interpersonal stressors at work on organizational behaviour.

Interestingly, the personal attributions in this study were not only connected to CWBs, but also to OCBs. This is a replication in a qualitative setting of what is found by Spector and Fox (2010), namely that CWBs and OCBs can be elicited by the same situations, be

simultaneously occurring and that one can be positively associated to the other. In theory it is therefore important to not exclude one or the other but keep in mind that they can be positively related and simultaneously existing.

On the other hand, the situational attributions were mainly connected to engagement in OCB. In this study and as indicated by literature, we see that a need to support or improve relationships and a need to solve the issue with the client due to a certain mindset of how to treat clients, e.g. 'client-first', are both positively connected to OCB (Grant & Mayer, 2009; Sah, 2019). In future research, it is important to consider that people's mindset could be of influence on the subsequent behaviour. Therefore, it is meaningful for theory on OCB to keep people's motives in mind when investigating reasons for the behaviour.

Moreover, according to sensemaking theory, social norms could be of influence on the sensemaking process (Liu et al., 2015; Salancik & Pfeffer, 1978; Spector & Fox, 2010). Here, most interpersonal stressors were not perceived as normative for the organizations, but more as normal behaviour for a certain person. These findings elicit that the impact of an event could play an important role in the sensemaking of it. This is also what researchers should keep in mind, that the frequency and the impact of the other person's behaviour influences the sensemaking of it.

What has been an additional interesting result is that people mostly seem to seek social support from others. In line with previous research, social support seems to be crucial for employees to cope with the interpersonal work stressors and thereby enhancing wellbeing and productive organizational behaviour (Bakker & Demerouti, 2007; Cooke et al., 2019). In theory, it is important to be aware of the influence relationships and social support have on a person. Besides, in practice, companies could enhance supportive leadership and support from co-

workers. By having open and fair relations between supervisors and employees, based on respect, trust and support, CWBs will therefore occur less often (Chernyak-Hai & Tziner, 2014). This support creates a feeling of enlarged safety, belonging and self-efficacy (Cooke et al., 2019).

**Limitations and directions for future research**

Despite these former noted attributions to existing literature, this study has several limitations that should be acknowledged. First of all, the sample size was small since the study design was qualitative. This ended in having no data on normative behaviour and only one participant that made a self-attribution. Although it did enlighten some interesting findings for other parts of the data, no firm conclusion can be drawn upon such a small sample size. In addition, the sample was not entirely random. Therefore, the expressed views in the interviews may not be generalisable to all working environments. Accordingly, it is valuable to conduct a follow-up study in a quantitative manner to have a larger, more representative and more generalizable sample. This would allow to draw more substantial conclusions. Secondly, this study did not interview the person of conflict to comprehend their perspective on this interpersonal stressor. This could be used in future research for some additional interesting insights and implications. Thirdly, this research showed that the frequency and impact an interpersonal work stressor had on a participant could be of influence on the sensemaking of it and in addition on the organizational behaviour. Since there has not been any direct research on that yet, it is advisable to research what the impact of former (negative) experiences is on the additional organizational behaviour. Lastly, there has not been looked at the influence feelings and emotions have on this attribution process and the subsequent organizational behaviour. However, these factors were mentioned by some participants and previous research seems to

elicit a link between feelings and emotions and subsequent behaviour. In addition, future research can reveal the role feelings and emotions take in this attribution process.

## Conclusion

The findings of this study offer meaningful theoretical insights into the influence of sensemaking through attribution on subsequent organizational behaviour. All in all, personal attributions seem to be positively related to CWB and/or OCB. Situational attributions were negatively associated with CWB and positively related with OCB. The singular self-attribution was positively correlated with CWB, presumably due to a bad relationship between a participant and the person of conflict. Moreover, none of the organizations included a climate in which these interpersonal work stressors were considered as normative, but instead these stressors were perceived as normal and frequent behaviour for the person of conflict themselves. In general, it can be concluded that not only the interpersonal work stressor itself, but also the way people make sense of an interpersonal work stressor affects their social behaviour in the organization.

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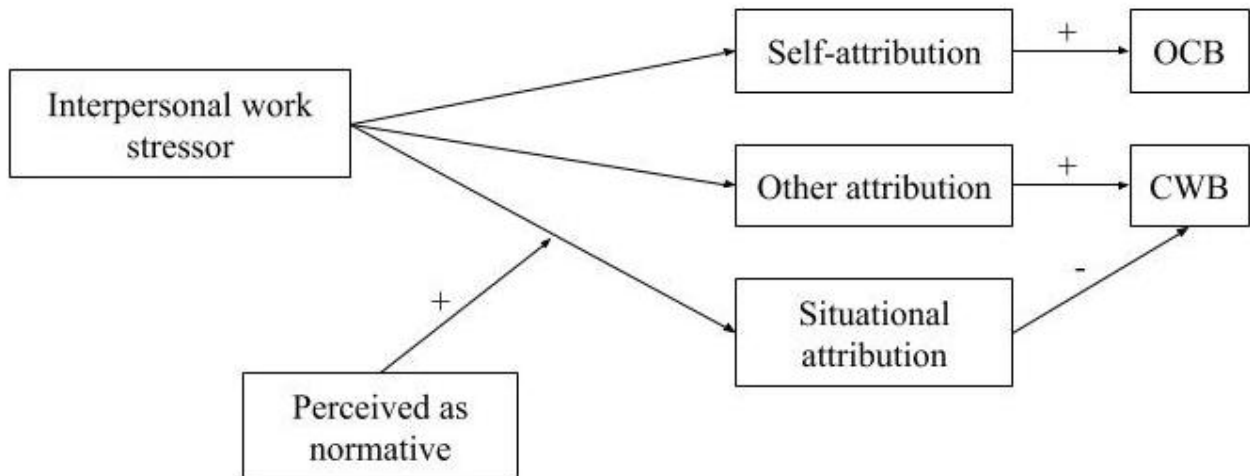
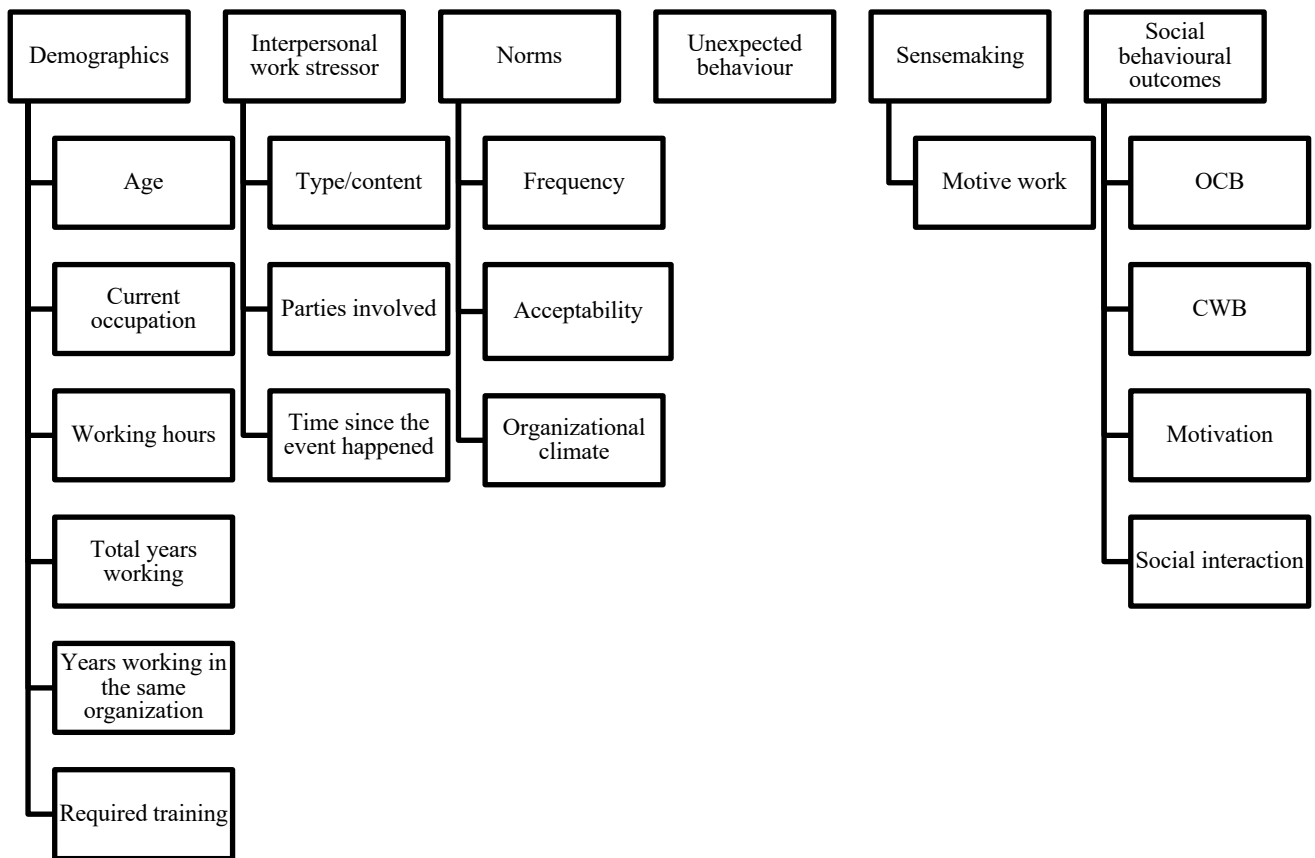**Tables and Figures**



*Figure 1.* Research Model



*Figure 2.* A posteriori code tree (including both a priori and a posterior codes; both main and subcodes)

**Code Tree A Priori**

Demographics
- Age
- Current occupation
- Working hours
  - Per day
  - Per week
- Total years working
- Years working in the same organization
- Required training

Interpersonal work stressor
- Type/content
  - Social conflict
  - Incivility
- Parties involved
  - Relationship
    - Colleague
    - Supervisor
    - Subordinate
    - Client
- Time since the event happened

Norms
- Frequency
- Acceptability
- Organizational climate

Sensemaking
- Motive work
  - Self-attribution
  - External attribution
    - Situational attributions
    - Personal attributions

Social behavioural outcomes
- OCB
- CWB

Table 1

*Criteria per code*

| Main code | Subcode | Types | Subtypes | Criteria |
|---|---|---|---|---|
| **Interpersonal work stressor** | Type/content | - Social conflict | | Disagreements: arguments; yelling; rudeness; bullying; abusive supervision; doing nasty things (Hershcovis, 2010). |
| | | - Incivility | | Low intensity deviant acts: demeaning remarks; showing little attention/interest; ignoring/excluding; being condescending; unwarranted discussion of personal matters (Hershcovis, 2010). |
| | | - Parties involved (relationship) | - Colleague<br>- Supervisor<br>- Subordinate<br>- Client | |
| | | - Time since the event happened | | How long ago the interpersonal stressor happened. |
| **Norms** | - Frequency | | | How many times it has happened (Liu et al, 2015). |
| | - Acceptability | | | The behaviour is accepted by or perceived as common |

| | | | | |
|---|---|---|---|---|
| | | | | for the person and others at work (Salancik & Pfeffer, 1978). |
| | - Organizational climate | | | Joint understanding of appropriate attitudes and behaviour in the work environment (Chernyak-Hai & Tziner, 2014; Salancik & Pfeffer, 1978). |
| **Sensemaking** | Motive work | - Self-attribution | | Self-blame (Scherer et al., 2001). |
| | | - External attribution | - Situational attribution | Pressure from third party; work conditions; personal (e.g. family problems of other); emotional state of other (Barry & Crant, 2000; Hamilton, 1980; Lord & Smith, 1983). |
| | | | - Personal attribution | Intentions to hurt; unpleasant personality (characteristic); personal revenge (Barry & Crant, 2000). |
| **Social behavioural outcomes** | - OCB | | | Extra-role, voluntary, non-rewarded and organizationally functional behaviours (Spector & Fox, 2010) |
| | - CWB | | | Voluntary behaviour that breaches organizational and social norms and can consecutively cause organizational loss and harm, such as withdrawal, theft, harassment etc. (Fida et al., 2014; Spector et al., 2006). |

| | | | |
|---|---|---|---|
| - *Motivation* | - *Reduced* | | The motivation is lowered. |
| - *Social interaction* | - *Avoiding interaction with person of conflict* | | Trying to avoid the person of conflict, going out of their way. |
| | - *Seeking social support* | | Seeking (emotional) support by discussing the social stressor with other people (Cooke et al., 2019). |
| ***Unexpected behaviour*** | | | The social work stressor is unexpected behaviour; this behaviour is not common or acceptable. |

*Note.* A posteriori emerged codes and types are displayed in italic.

**Posteriori Code Tree**

Demographics
- Age
- Current occupation
- Working hours
  - Per day
  - Per week
- Total years working
- Years working in the same organization
- Required training

Interpersonal work stressor
- Type/content
  - Social conflict
  - Incivility
- Parties involved
  - Relationship
    - Colleague
    - Supervisor
    - Subordinate
    - Client
- Time since the event happened

Norms
- Frequency
- Acceptability
- Organizational climate

Unexpected behaviour

Sensemaking
- Motive work
  - Self-attribution
  - External attribution
    - Situational attribution
    - Personal attribution

Social behavioural outcomes
- OCB
- CWB
- Motivation
  - Reduced
- Social interaction
  - Avoiding interaction with person of conflict
  - Seeking social support

## Appendix I - Interview Structure

**English Version**

### Interview Structure

| Part | Question | Elements Needed | Follow-up per element (if not specified by interviewee) |
|---|---|---|---|
| Welcome | | | |
| Demographics | 1. How old are you?<br>2. What is your current occupation?<br>3. How many hours do you work per day?<br>4. … per week?<br>5. How many years have you been working in total?<br>6. How many years have you been working in the same organization?<br>7. Does your occupation or position require training?<br>8. (Also indicate gender.) | | 7. If so, how many years of training does it require? |
| Event + arising emotions | Describe a situation you have encountered at work (current or previous position) which involved an unpleasant social interaction. This situation could be something unexpected, or it could be something that you encounter more often at work. The situation could involve a mistreatment or uncivil behavior towards you by another colleague, a | Occupation, position when the event happened | Did this happen while you were occupying the same or a different position than your current occupation? |
| | | When | How long ago did this event occur? |
| | | Parties involved + relationship to each other (e.g. leader-follower, client, colleague…) | What was the relation of [the person] towards you? (if still not sufficient response → were they your supervisor or colleague? Was it a client?) |

| | | Content of conflict | Can you provide more detail about the content of the problem? / *In case of negative social event:* What did [the other person] do? /How did they behave towards you? *In case of discrepancy:* What had you expected? What did you find out? |
|---|---|---|---|
| | client, a follow, or a supervisor. The mistreatment does not necessarily have to involve a situation in which you and someone else were in direct conflict with each other, but could also involve something that someone else has done that has upset you. | Cause of conflict (background information) | What were the reasons for this conflict? /What was the background story? |
| | | Primary (+ secondary) appraisal of situation (how did the participant feel about it, what kind of emotions did the situation elicit, controllability of the situation) | 1. Emotions: How did this event make you feel? /What kind of feelings or emotions did you get as a result? 2. Control: How much control did you feel you had over the situation? |
| Organizational norms | Events like these might occur in certain organizations or workplaces more than others. Would you say that these [occurrences] are rather common in the organization in which the event happened? How often would you say that instances like these occur? | Norms | How normative is it that something like this happens? Would you say most of your colleagues have also encountered a similar event? |

| | | Frequency | How often did events like this transpire? |
|---|---|---|---|
| Sense-making | Situations such as these often leave people wanting to make sense of what happened, by changing their goals as a reaction to the situation, re-interpreting the situation, or changing the way they think or feel about it. How did you make sense of the situation? | Other Motive (situational/personal attribution – self/other) | Why do you think did the person do/say this? Who/or what do you blame? |
| | | Motive (goal-directed cognition) | What did you want to do as a result? |
| | | Regulation (emotion or control-oriented) | How did you deal with your emotions? |
| Outcome - motivational | How was your work motivation or task-related performance subsequently? How did you subsequently feel about your job? | Lagged duration (influence for the rest of the day, rest of the week, for months, only a week later…) | How long did this [outcome] last? |
| | | Attitude about tasks/work | What did you subsequently think about your job or about the tasks you carry in your job? Why? |
| | | Affect/emotions about tasks/work | How did you subsequently feel about your job or the tasks you carry in your job? Why? |
| | | Performance/task-related behavior | Did this have an influence on your performance or the way you carried out the tasks in your job? If so, how, and why? |
| Outcome - social | How did you later interact with your colleagues, supervisors, followers, or clients? In what ways did the event, or | Lagged duration (influence for the rest of the day, rest | How long did this [outcome] last? |

| | the way you made sense of it, have an influence on your social interactions? | of the week, for months, only a week later…) | |
|---|---|---|---|
| | | Positive social behavior (e.g. helping others, social support, OCB…) | Did you, in any way, help others or provide support for others? This does not only have to be targeted at a person or persons, but could also be towards the benefit of the organization. |
| | | Challenge OCB | Did you, in any way, speak up or voice your concern to others in the organization? |
| | | Negative social behavior (e.g. CWB, conflicts, revenge of some sort, sneaky secretive acts, not helping others, not wanting to be nice anymore…) | Did you, in some way, retaliate? If so, how? This does not only have to be targeted at a person or persons, but could also be towards the organization. |

**Dutch Version**

**Interview Structuur**

| Onderdeel | Vragen | Nodige elementen | Opvolgend (wanneer niet aangegeven door respondent) |
|---|---|---|---|
| Welkom | | | |
| Achtergrond-informatie | 1. Hoe oud bent u?<br>2. Wat is uw huidige beroep?<br>3. Hoeveel uur werkt u per dag?<br>4. … per week?<br>5. Hoeveel jaren heeft u in totaal gewerkt?<br>6. Hoeveel jaren heeft u in hetzelfde bedrijf gewerkt?<br>7. Vereist uw beroep of functie training?<br>8. (Geef ook het geslacht aan) | | 7b. Zo ja, hoeveel jaar training vereist het? |
| Gebeurtenis + opkomende emoties | Kunt u een situatie beschrijven die u bent tegengekomen op werk (huidige of eerdere functie/baan) waarbij er sprake was van een onplezierige sociale interactie. Deze situatie kan iets onverwachts zijn, of iets dat u vaker ervaart op werk. De situatie kan gaan over misbruik of onbeschaafd gedrag naar u toe door een collega, klant/cliënt, ondergeschikte of leidinggevende. Dit hoeft niet per se te gaan over een situatie waarin u in direct conflict met iemand anders was, het kan ook gaan over iets dat iemand heeft | Beroep, positie wanneer het gebeurde | Is dit gebeurd tijdens uw huidige of een andere baan? |
| | | Wanneer | Hoe lang geleden is dit gebeurd? |
| | | Betrokken partijen + relatie met elkaar (e.g. leider-volger, klant/cliënt, collega…) | Wat was de relatie van [de persoon] naar u toe? (Was het uw leidinggevende of collega of een klant/cliënt?) |
| | | Inhoud van het conflict | Kunt u mij iets meer informatie geven over de inhoud van het probleem?<br>*In het geval van een negatieve sociale gebeurtenis:*<br>Wat heeft [de person] gedaan? / Hoe gedrag hij/zij zich tegenover jou?<br>*In geval van tegenstrijdigheid:*<br>Wat had u verwacht? Wat heb je ontdekt? |

| | | | |
|---|---|---|---|
| | iemand heeft gedaan dat u van streek/slag heeft gemaakt. | Oorzaak van het conflict (achtergrondinformatie) | Wat waren de redenen voor het conflict? / Wat was het achtergrondverhaal? |
| | | Primaire (+ secundaire) appraisal van de situatie (hoe voelde de deelnemer zich hierover, wat voor emoties heeft de situatie opgeroepen, ervaren controle over de situatie) | 1. Emoties: Hoe voelde u zich tijdens deze gebeurtenis? /Wat waren de resulterende gevoelens of emoties? 2. Controle: Hoe veel controle had u voor uw gevoel over de situatie? |
| Organisationele normen | Dit soort gebeurtenissen kunnen in sommige organisaties of werkplekken meer voorkomen dan in andere. Zou u zeggen dat deze gebeurtenis vrij gebruikelijk zijn in de organisatie/omgeving waar het evenement plaatsvond? Hoe vaak zou u zeggen dat dergelijke gebeurtenissen zich voordoen? | Normen | Hoe normatief is het dat zoiets zich voordoet/gebeurt? Zou u zeggen dat de meeste collega's ook eenzelfde gebeurtenis hebben ervaren? |
| | | Frequentie | Hoe vaak komen/kwamen dit soort gebeurtenissen voor? |
| Sense-making (begrijpen) | Dergelijke situaties kunnen leiden tot het willen begrijpen van wat er is gebeurd, door het veranderen van doelen als reactie op de situatie, het herinterpreteren van de situatie, of | Motief van ander (situationele/persoonlijke attributie – zelf/ander) | Wat denkt u dat de reden is dat die person dit zei of deed? Wie of wat geef je de schuld? |
| | | Motief (doelgerichte cognitie) | Wat wou u als gevolg hiervan doen? |

| | | Regulatie (emotie of controle-gericht) | Hoe bent u omgegaan met uw emoties? |
|---|---|---|---|
| | het veranderen van hoe ze erover denken of zich voelen. Hoe heeft u de situatie geprobeerd te begrijpen? | | |
| Gevolg – motivationeel | Hoe was uw werkmotivatie of taak-gerelateerde prestatie hierna? Hoe voelde je je vervolgens over je baan? | Resterende duur (invloed voor de rest van de dag, week, voor maanden, alleen een week later…) | Hoe lang duurde dit (de uitkomst)? |
| | | Houding tegenover taken/werk | Wat dacht u vervolgens over uw werk of de taken die u doet voor uw werk? Waarom? |
| | | Affect/emoties over taken/werk | Hoe voelde u zich vervolgens over uw werk of de taken die u doet voor uw werk? Waarom? |
| | | Prestatie/taak-gerelateerd gedrag | Had dit een invloed op uw prestatie of de manier dat u uw werktaken uitvoerde? Zo ja, hoe en waarom? |
| Gevolg - sociaal | Hoe was de interactie daarna met uw collega's, leidinggevende(n), ondergeschikten of klanten/cliënten? Op welke manier had de gebeurtenis, of de manier hoe u de gebeurtenis heeft begrepen, invloed op uw sociale interacties? | Resterende duur (invloed voor de rest van de dag, week, voor maanden, alleen een week later…) | Hoe lang duurde dit (de uitkomst)? |
| | | Positieve sociale gedrag (anderen helpen, sociale support, OCB…) | Heeft u, op welke manier dan ook, anderen geholpen of hulp verleent aan anderen? Dit hoeft niet gericht te zijn op een of meerdere personen, het zou ook gericht kunnen zijn op het voordeel van de organisatie. |
| | | Daag OCB uit | Heeft u, op welke manier dan ook, uw bezorgdheid geuit of kenbaar gemaakt aan anderen in de organisatie? |
| | | Negatief sociaal gedrag (CWB, conflicten, wraak of een soort stiekeme geheime acties, anderen niet helpen, niet meer aardig willen zijn…) | Heeft u, op welke manier dan ook, (een soort van) 'wraak' genomen? Dit hoeft niet gericht te zijn op een of meerdere personen, het zou ook gericht kunnen zijn op de organisatie. Zo ja, hoe? |