The Dark Side of Status at Work:

Perceived Status Importance, Envy, and Interpersonal Deviance

(Niki A. den Nieuwenboer, Jennifer J. Kish-Gephart,

Linda K. Treviño, Ann C. Peng, Iris Reychav)

*Business Ethics Quarterly*, 2022

**SUPPLEMENTARY MATERIALS**

**Study 2 Vignette and PSI Manipulation**

**Part I**

Participants were randomly assigned to one of two conditions:

**Manipulation High PSI**

Imagine that you have been working for a few years in an organization that develops marketing campaigns for other firms.  In the company, status differences between employees are strongly emphasized. Differences in formal rank and job titles are talked about constantly and scrutinized by everyone, people pay attention to who talks to whom, feel pressured to look better and more competent than peers, and try to associate themselves and befriend those people who they think are admired or looked up to in the organization. The company also rewards higher-status employees by giving them big titles, fancy offices, reserved parking spots, and the best and most desirable clients and assignments. Newcomers can tell quickly that people are very sensitive to status dynamics in the organization, and that having or keeping high status is really important.

**Manipulation Low PSI**

Imagine that you have been working for a few years in an organization that develops marketing campaigns for other firms. In the company, status differences are deemphasized, and people do not care about how they compare to others. Everyone is treated equally and appreciated for their unique contributions and competencies, and people associate and talk with anyone they like no matter where they rank or how well known they are in the company. All the offices are the same standard size with the same basic furnishing—even those of employees who have been there longer or are higher up in the organization, and assignments are distributed among employees based on who is available and has relevant expertise and experience. Newcomers can tell quickly that people care little about status dynamics in the organization, and having or keeping high status is not very important.

**Part II**

Participants read the following before completing questions related to Alex’s performance evaluation:

Now imagine that you still work for this same organization, and you have just successfully completed a project developing a marketing campaign with a co-worker, Alex, that you worked closely with for the first time on this project. You and Alex have the same job title in the organization and very similar skills and experience at the firm, but Alex demonstrated some unique skills from a prior job that were relevant and useful for the project you were assigned to work on together. You also discovered that your work styles really differed, but that you clashed on key issues, often engaging in impassioned discussions before finally coming to a decision. For example, you disagreed on how often to meet (Alex preferred regular scheduled meetings while you believe it is important to meet on an as-needed basis) and how quickly you should move from research to implementation of your ideas (Alex wanted to move quickly and you think it is important to spend more time researching options). Alex also seemed to prefer working independently while you believe teams perform best when the team members spend more time working closely together. Despite the differences, the project was completed on time and the client was satisfied with the final product.

Both you and Alex are now interested in being assigned to an important new team project with a high-profile client. If you get that assignment, it would certainly help advance your career. But only one space is available on the 5-person team. This means that only one of you can be selected to work on it.

As is customary in your organization, you’re now being asked to evaluate the performance of your coworker on this recent project. This performance evaluation will play an important role in your boss’ decision about which one of you will be assigned to this new project. Alex will similarly be asked to evaluate your performance on this project. These evaluations will only be read by your boss and will not be shared with you or Alex.