

REWARDING ENTITLED OR PROACTIVE EMPLOYEES

Should the Squeaky Wheel Get the Grease? The Organizational Impact of Rewarding
Entitled or Proactive Employees

By

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Abstract

Two studies were conducted to understand the role of rewards in workplace entitlement and employee proactivity. In Study 1, contrary to expectations, rewards did not affect counterproductive work behaviour or organizational citizenship behaviour, although it is likely that the manipulation was not strong enough. However, in general, entitled people were more likely to report negative and positive organizational behaviours. In Study 2, managers were more likely to reward proactive employees with a desirable project but some also rewarded entitled employees as a way to reduce conflict. Further research is needed to understand how to administer rewards without encouraging entitled behaviour.

Keywords: Psychological Entitlement, Employee Entitlement, Workplace Entitlement, Rewards, Counterproductive Work Behaviour, Organizational Citizenship Behaviour, Proactive Personality

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Should the Squeaky Wheel Get the Grease? The Organizational Impact of Rewarding Entitled or Proactive Employees

An entitled individual can be characterized as someone who believes that they should be rewarded simply because of who they are without necessarily working to achieve these desired outcomes (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004). Concerns about the negative impact of highly entitled employees may have on organizations have grown in recent years, and it is said anecdotally that levels of entitlement are increasing the more our society rewards individuals for doing “nothing” (Twenge & Campbell, 2010). Despite the perceived increase in entitlement, it remains widely understudied in the workplace (Harvey & Dasborough, 2015).

Due to the possible difficulties associated with entitled employees, it becomes of utmost importance for supervisors to be able to balance the needs of their company and their teams with the desires of their individual employees (Campbell-Allen, Houston, & Mann, 2008). Occasionally, a difficult employee can be placated by giving them their desired outcomes but this is undoubtedly a difficult problem to navigate as a manager since the organizational goals or resources may be at odds with what employees feel they deserve. Therefore, managers may begin to reward bad behaviour to the detriment of the functioning of the workplace. If managers fail to meet the expectations of the highly entitled employee, the manager and their team may be forced to work with an employee who may retaliate against the organization and its employees (Fisk 2010; Jordan, Ramsay, & Westerlaken, 2017).

Given these challenges associated with entitlement, it is understandable that researchers (e.g., Harvey & Martinko, 2009; Szalkowska, Żemojtel-Piotrowska &

Clinton, 2015) have focused almost exclusively on outcomes such as negative behaviours instead of possible organizational situations that may alter the behaviour of entitled employees. By studying both the organizational events and outcomes of high levels of entitlement, we can begin to understand how to prevent entitlement from progressively worsening the work environment.

Although entitlement is a popular topic in the workplace, there is another more positive trait that is frequently lauded for its ability to produce great results for the organization—proactive personality (Belschak, Hartog, & Fay, 2010; Bergeron, Schroeder, & Martinez, 2014; Ohly & Fritz, 2007; Parker, Williams, & Turner, 2006). A proactive employee typically wants to make positive changes in the organization and they seek out opportunities to help them to realize these changes. These employees are not shy about their beliefs and will work hard to achieve their goals by updating their job skills and learning the political landscape of the organization. They are also more likely to engage in extra-role behaviours such as training new employees (Bateman & Crant, 1993; Erdogan & Bauer, 2005; Fuller & Marler, 2009). Given these benefits of proactivity, we can understand why these employees may feel justified in receiving organizational rewards and why managers may want to give them these rewards. However, anecdotal evidence suggests that when compared to the highly entitled employees, the decision on who to reward can become very difficult for the manager who wants to encourage proactive employees but discourage entitled behaviour. Due to the associated negative behaviours that can arise if the entitled employee is not rewarded the decision on who to reward can become difficult for a supervisor.

The present research had two goals. The first was to understand how entitled or proactive employees react to reward distribution in an organization. The second was to understand how supervisors and front-line employees view the behaviour of entitled and proactive employees when they are not rewarded.

Organizational rewards

At the beginning of the 20th century, when employees were viewed as being motivated solely by economic gains, employers were only required to pay their employees for what they produced. The notion of rewarding employees for outstanding performances with rewards was unheard of (Taylor, 1914). Fast forward 100 years, and in today's workplace, employees can be rewarded with interesting projects or career development in addition to their wages (Williamson, Burnett, & Bartol, 2009). Not only do organizations give their employees rewards based on their abilities to do good work, they also tend to give rewards to their employees at specific times, for instance, during a promotion or to secure a new hire. It can be suggested that the way employees behave (e.g., positively or negatively) may play a larger role in reward allocation beyond these situational factors (De Gieter & Hofmans, 2015).

Employee behavioural tendencies can change the way managers perceive employees' deservingness for rewards (Seibert et al., 1999). Therefore, as those in management and leadership positions get to know their employees, their perceptions of reward deservingness could become influenced by behaviours and individual differences that employees exhibit (De Gieter & Hofmans, 2015). Conversely, because leaders and managers are in a position of authority and because they control resources and rewards, they may also influence the behaviour of their followers (e.g., Fehr, Yam, & Dang, 2015;

Gupta & Singh, 2015; Reiley & Jacobs, 2016; Van Dick, Hirst, Grojean, & Wieseke, 2007). These results suggest that employee behaviour can impact how supervisors perceive their workers and the results also suggest that supervisors can use organizational rewards to then mould employee behaviour.

Entitlement in the workplace

Prior to entitlement being examined as its own construct, it was considered to be a part of trait narcissism (e.g., Davis, Wester, & King, 2008; Oprea & Kühne, 2016). However, compared to narcissism, those who are highly entitled are focused more on interpersonal outcomes than those who were high on narcissism (Rose & Anastasio, 2014). Narcissism is essentially “all about me,” (Raskin & Hall, 1981) whereas entitlement is about having more than another person (e.g., a colleague) (Rose & Anastasio, 2014).

Psychological entitlement refers to the belief that one deserves to be rewarded over and above the effort exerted for a task (Campbell et al., 2004). Entitled individuals typically believe that they should be rewarded and given more special treatment as compared to their peers (Boswell, 2012; Campbell et al., 2004). It can be argued that these global feelings of trait entitlement naturally extend to the workplace. Research typically operationalizes psychological entitlement as a negative global trait (Tomlinson, 2013). The construct has been examined in a variety of contexts in which highly entitled students were shown to be more dishonest in their schoolwork, highly entitled adults had lower relationship satisfaction, and felt greater anger towards God when they did not get their desired outcomes (Campbell et al., 2004; Greenberger, Lessard, Chen, & Farruggia, 2008; Grubbs, Exline & Campbell, 2013; Tolmacz & Mikulincer, 2011). Highly entitled

customers expect to be given premium service and often complain if customer service representatives deny them (Boyd & Helms, 2005). They have also been shown to demonstrate high levels of aggression towards wait staff when they feel that they have not received special service (Fisk & Neville, 2011). Even as tourists, highly entitled people can cause difficulties by feeling irritated when encountering unfamiliar situations (Martin, Jin, & Trang, 2017). They have also been shown to have less respect for authority and are more deceptive and detached from others (Pryor, Miller & Gaughan, 2008). Generally, these results suggest that highly entitled people tend to experience a greater amount of unmet expectations as compared to the average person (Grubbs & Exline, 2016) and these unmet expectations lead to feelings of injustice and dissatisfaction with life and sometimes even acts of aggression (Reidy, Zeichner, Foster, & Martinez, 2008).

Although the previous research suggests that trait entitlement can appear in a variety of contexts, it possible that entitlement may not be exhibited unless situations encourage the entitled behaviour (O'Leary-Kelly, Rosen, & Hochwarter, 2017). Indeed, it has been demonstrated that workplace situations, for example, job demands, can activate traits and in turn activate the behaviours of employees (Phaneuf, Boudrias, Rousseau, & Brunelle, 2016; Tett & Burnett, 2003). This activation is especially important when considering the use of organizational rewards that may change the behaviour of employees. The organizational rewards may be more influential if the employee exhibits entitlement only at work as opposed to all occasions.

Despite the recent increase in research in entitlement as a trait in various contexts, there is still a lack of empirical research that can help us to understand entitlement in an

organizational context (Harvey & Dasborough, 2015). Research focusing on workplace entitlement occasionally examines it as a cognitive construct of equity sensitivity (i.e., how much people think they deserve compared to others), without examining the organization's situational role in perpetuating entitled behaviour (Huseman, Hatfield & Miles, 1987; Tomlinson, 2013). However, only recently, has a measure of employee entitlement been developed for research (Westerlaken, Jordan, & Ramsay, 2016). To measure entitlement more appropriately in the workplace, it is probably more effective to use not only trait measures of entitlement, but measures that emphasize organizational context in an effort to predict the behaviour of entitled employees. As this construct is relatively new, the research that does exist on entitlement in the workplace still relies mainly on trait (Jordan, Ramsay, & Westerlaken, 2017).

Chow, Krahn, and Galambos (2014) demonstrated that in the workplace, those who are highly entitled often expect higher wages than their colleagues and expect to be rewarded with jobs without having the required qualifications. These employees often think that they are worth more to the company than their coworkers and they expect to be treated accordingly. If they believe that they are not sufficiently rewarded or acknowledged by the organization, they may feel that the workplace does not value them (Miles, Hatfield, & Huseman, 1989). This perception may then cause them to act in ways that do not benefit the organization. Additionally, highly entitled employees have been shown to be more likely to engage in negative behaviours at work and often expect to be rewarded regardless of the behaviour that they exhibit. Campbell et al. (2004) used nine studies to understand trait entitlement. They found that these highly entitled people were more likely to exhibit behaviours such as selfishness, beliefs that they deserve higher

salaries than others, and reacting with aggression after receiving negative feedback. To further understand the negative behaviours associated with entitled employees in the workplace, Harvey and Martinko (2009) examined attribution styles, need for cognition, job satisfaction, turnover intention, and supervisor conflict. The employees who scored highly on the psychological entitlement scale were found to be more likely to attribute successes to their own behaviour and to blame failures on others. Furthermore, entitled employees report experiencing more supervisor and coworker abuse (Wheeler, Halbesleben, Jonathon, & Whitman 2013). This is likely due to their flawed ideas about how well they should be treated by those around them. Given these results, it becomes clear that entitlement in the workplace can be due to expressions of trait and also through organizational situations (Westerlaken et al., 2016).

Proactive employees

In contrast to entitled employees who expect to be rewarded because they believe they are special and more deserving, other employees who work hard to improve their careers and organizations may also expect to receive rewards because of their proactive personalities. In general, proactivity is characterized by acting in ways to effect positive change in the environment (Bateman & Crant, 1993).

Proactive employees are self-driven and tend to go beyond what is required in their job description to ensure that their goals and the organization's goals are met and will seek out opportunities to effect positive changes at work (Bateman & Crant, 1993; Fuller & Marler, 2009). Although proactivity is sometimes considered a characteristic that can be encouraged or developed in the workplace (e.g., Crant, 2000; Ohly & Fritz, 2007), more typically, it is considered to be a trait that predicts proactive behaviour such

as taking initiative (Grant & Ashford, 2008). Greater proactivity is related to greater levels of career success, higher salaries and promotions in part due to having higher prosocial values, creativity, and self-efficacy (Brown, Cober, Kane, Levy, & Shalhoop, 2006; Grant, Parker, & Collins, 2009; Kim, Hon, & Crant, 2009; Nguyen, Johnson, Collins, & Parker, 2016; Seibert, Crant & Kraimer, 1999). Proactive employees also engage in vocal behaviours that aid in changing the environment or situation even in the face of negative feedback, unlike the entitled employees who may not take criticism well (Van Dyne & LePine, 1998). It appears that the proactive and entitled employees behave differently in the organization in terms of how much effort they are willing to put in, how they respond to feeling unfairly treated, and how well they work with others. Proactive employees are more willing to rely on support from those around them compared to the highly entitled employees who are more likely to be cold towards others (Thompson, 2005)

Although proactivity and entitlement can be viewed as being very different, according to Żemojtel -Piotrowska, Piotrowski, and Clinton (2016) there is a form of entitlement that may be related to proactivity, that is, active entitlement, which is the belief that one deserves more than others and seeks to achieve one's goals by engaging in extra role behaviours or organizational citizenship behaviours (Klimchak, Carsten, Morrell, & MacKenzie, 2016). These authors characterized this as a more positive form of entitlement and they determined that those high on this type of entitlement had higher levels of self-esteem and agency. They also suggested that to proactively achieve their own goals, the entitled employee may ignore but not harm others in the workplace (Klimchak et al., 2016). Although this appears to be a positive form of entitlement, it was

still related to more maladaptive types of entitlement, which suggests that the behaviour of the entitled employee may be positive in some instances but could be negative when expectations are unmet.

Counterproductive Work Behaviours

Counterproductive work behaviour, or deviant behaviour, is characterized by negative actions that are designed to hurt coworkers and the organization (Spector & Fox, 2005). Employees may aggress against others, steal time, or sabotage coworkers' projects especially when they feel unfairly treated. Highly entitled employees have been shown to be more likely to have conflicts with their supervisors and to have higher intentions to quit their jobs (Harvey & Martinko, 2009). In a related setting, highly entitled students were shown to exhibit high levels of incivility (anger and complaints) toward their professors (Kopp & Finney, 2013). These students who exhibit trait entitlement will likely go on to the workplace and continue to exhibit incivility especially if the behaviour goes unmanaged. Based on these findings, it can be suggested that psychological entitlement may be an antecedent of counterproductive work behaviour when these employees feel as though they have not been valued by their supervisors or the organization. Therefore, they may use these counterproductive work behaviours as a means of getting back at those who wronged them (Reynolds, Shoss, & Jundt, 2015). Hence this leads to the first research question:

Research Question 1: How does receiving or not receiving a desired reward affect the intention to engage in counterproductive work behaviours for employees with higher levels of entitlement?

Unlike entitlement, proactive employees are typically linked to positive behaviours as opposed to negative ones, but some research suggests that they are not immune to engaging in behaviours that may be perceived as problematic (e.g., speaking up too often, impulsivity) in the workplace (Belschak, Hartog, & Fay, 2010; Bolino, Valcea, & Harvey, 2010; Sychala, & Sonnentag, 2011). Therefore, it is possible that competing for organizational rewards may cause a proactive employee to behave in negative ways, especially if a reward is withheld (Campbell, 2000).

Organizational Citizenship behaviours

Organizational citizenship behaviours are defined as tasks that an employee performs that are not in their direct line of work that are necessary for the organization to remain functional (e.g., working late on a task; Bateman & Organ, 1983; Miles, Borman, Spector, & Fox, 2002; Spector & Fox, 2002). Furthermore, organizational citizenship behaviours can be directed to individuals or the organization (Podsakoff, et al., 2000; Williams & Anderson, 1991). Although rewards may not always be contingent on organizational citizenship behaviours, it is quite possible that managers would want to reward the employees who perform extra-role tasks because they may make the workplace function more smoothly (Organ, 1997; Podsakoff, 2000). Consequently, extra-role behaviours are associated with higher performance ratings (Van Dyne & LePine, 1998).

It is possible that entitled employees may exhibit some proactive behaviours such as taking charge as a means of advancing their own personal goals (Klimchak et al., 2016). Given that entitled employees have been shown to be more interpersonally focused, it is likely that if they do engage in these behaviours, then the behaviours will be

targeted towards individuals such as their supervisors. For entitled employees who are seeking more rewards, they may be able to secure these rewards by displaying positive behaviours to their supervisors (Roulin & Bourdage, 2017).

However, some research (Bergeron, Schroeder & Martinez, 2014) suggests that the proactive employees are the ones who are more likely to engage in these organizational citizenship behaviours. Proactive employees who experience more harmony in their organizations, have positive relationships with their supervisors, and more job autonomy positive are more likely to engage in organizational citizenship behaviours (e.g., Gan & Cheung, 2010; Li, Liang, & Crant, 2010; Li, Liu, Liu, & Wang, 2016; Liguori, McLarty, & Muldoon, 2013; Spector, 2013). Hence, this leads to the next research question:

Research Question 2: How does receiving or not receiving a desired reward affect the intention to engage in organizational citizenship behaviours for employees with higher levels of proactivity?

Rewarding proactivity and entitlement

Given how valuable they are to the workplace, it can be expected that proactive employees would be the recipients of organizational rewards. These employees may receive higher ratings from their supervisors especially when they can demonstrate selflessness and a more positive affect (Grant et al., 2009). Supervisors also give employees who demonstrate proactive behaviours such as taking initiative and network-building higher performance evaluations (Thompson, 2005). In addition, proactive employees with a history of high performance ratings who seek feedback from their supervisors are viewed as being interested in their career development and are rated more

highly leading to better work outcomes (De Stobbeleir, Ashford, & Sully de Luque, 2010).

Research that examines entitlement in the workplace typically looks at the benefits and programs that employees are entitled to based on tenure or position in an organization (e.g., Feather, 2003; Miller & Konopaske, 2014). For the construct of entitlement (trait or otherwise), there is very little research that addresses how rewards are given to these types of employees (Fisk, 2010). However, we can logically assume that due to the way that entitled employees behave, that rewarding them is a complicated task for managers. A supervisor may very well choose to punish an entitled individual who acts badly by withholding rewards but it is possible that it may be easier to give the demanding employee the reward to avoid the potential confrontation (Tjosvold, & Sun, 2002). Indeed, Fisk (2010) has proposed that excessive entitlement can be escalated because managers want to “keep the peace” instead of dealing with difficult workers. To that end, it is possible that managers may opt for the tactic of “letting things slide,” so that they can reduce the conflict within the work group (Beattie & Griffin, 2014). In fact, Podsakoff, Bommer, Podsakoff, and MacKenzie (2006) determined that when leaders give rewards or punishment contingent on employees’ behaviours, this is related to perceived employee justice. Therefore, if employees have skewed perceptions of what is fair to them, they may not think that rewards are being fairly administered, leading them to act out. Hence, a supervisor may accommodate the employees’ unrealistic desires in order to reduce complaints (Harris, 2000). Indeed, some research suggests that employees in self-managing teams would prefer to ignore problematic behaviours as opposed to addressing them head-on (deLeon, 2001). Thus, it is likely much easier for a supervisor to assign an

employee to a task that they want instead of navigating organizational red tape in an effort to deter them from acting badly.

Alternatively, there are employees who are likely to be rewarded more willingly by their supervisors, especially if they can demonstrate a willingness to take initiative or do extra work to ensure that tasks get done (Bergeron, Schroeder, & Martinez, 2014; Farrell, & Finkelstein, 2011; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). However, if this proactive employee is in fact rewarded instead of the problematic employee, the work environment may become uncomfortable for the coworkers and the supervisor if the entitled employee feels unfairly treated. Therefore, when proactive employees are competing against highly entitled employees they may lose out on rewards by being too dependable in their work. The proactive employee may begin to feel slighted if the situation happens repeatedly and this may lead to a reduction in proactive behaviours since these behaviours no longer guarantee the desired outcomes. Indeed, Spector and Fox (2010) suggested that counterproductive work behaviours and extra role behaviours may be displayed by the same employee if there are contextual factors such as work assignment at play.

Given the role of the environment in altering behaviour, it is important to understand whether managers are in fact rewarding the bad behaviours associated with high levels of entitlement. These individuals may behave in ways that are excessively demanding and self-serving (Naumann, Minsky, & Sturman, 2002) and by rewarding these employees, others may feel unfairly treated and may engage in some negative behaviours themselves. Research suggests that highly entitled employees may be more outspoken and assertive about what they deserve and more manipulative to ensure that

they achieve their desired outcomes, likely adding to potential conflict with those around them (Fisk, 2010; Lessard, Greenberger, Chen, & Farruggia, 2011)

By giving in to employee demands, managers may reinforce negative behaviours thereby making it likely that employees will repeat the behaviour that produced the outcome that was desirable to them (Hersey & Blanchard, 1972). Typically, it is thought that managers will only reward the behaviours that they want their employees to repeat, or punish their employees to prevent a negative behaviour from cropping up; this approach is known as behaviour modification (Miltenberger, 2008) or organizational behaviour modification (Kreitner, 1982). Given that supervisors are often required to produce results for their organizations, it is easy to imagine how they might ignore or fail to punish problematic employees so that their teams and the company can keep functioning in the short-term (Argyris, 1955). Therefore, if a manager chooses to reward behaviours such as excessive complaining, this could lead to a reinforcement of the entitled behaviour thereby increasing the likelihood that there will be long-term issues in the organization (Porath & Pearson, 2010). This leads to the final two research questions:

Research Question 3: Do supervisors reward entitled employees?

Research question 4: Why would managers reward entitled employees?

Current research

Overall, this research sought to further understand how organizational rewards may encourage or discourage behaviours in proactive and entitled employees. To that end two studies were conducted. Study 1 was conducted from the perspective of part-time employees with the goal of understanding whether receiving a reward could change how much counterproductive work behaviour an entitled employee may engage in and how

much organizational citizenship behaviour a proactive employee would engage in. In this study, employees were randomly assigned to one of two scenarios (rewarded or not rewarded) and they were asked to rate the likelihood of engaging in positive and negative behaviours based on the reward that was given or not. Trait and situation-specific measures were used to measure entitlement to get a more complete understanding of the construct.

The second study was conducted with the aim of understanding how those who work with entitled and proactive employees perceive their behaviours when rewards are not given and to determine whether entitled employees would be rewarded by supervisors. Participants were asked to respond to one of two scenarios that described an entitled employee being denied a reward or a proactive employee being denied a reward.

This research is the first to explore this idea of deliberately rewarding those who may be entitled and therefore the research questions are simply to assess whether managers would give their entitled employees what they want and why they may give in to these demands. To explore these two aims, it was first important to ask employees to respond to real-life scenarios and second, it was important to get ratings from managers who have had experience with the tensions associated with giving rewards to different types of employees.

Although entitlement and proactivity are well understood, the role of the organization and managers in altering the behaviour of these employees is less studied. In these two studies, the experimental vignette methodology was used. This methodology refers to the use of scenarios in addition to standard scales to allow researchers to manipulate variables so that attitudes or behaviours can be assessed (Aguinis & Bradley,

2014; Atzmüller & Steiner, 2010; Hughes & Huby, 2002; Wilks, 2004). The scenarios lend themselves well to experimental realism as they provide researchers with a way to ask about familiar experiences without participants needing to be in the situation to respond. Furthermore, the use of scenarios helps to increase both the internal and external validity of the research by presenting realistic events with the benefit of experimental control (Atzmüller & Steiner, 2010).

The scenarios in the first study were developed based on real-life experiences in the retail industry and they drew heavily from my personal work experience of being rewarded by way of shift assignment. In the second study, the scenarios were developed after using theoretical definitions, work experience, feedback from my advisor, and feedback from my prospectus committee member, to aid in a balanced portrayal of an entitled employee and a proactive employee. The scenarios were designed to be as realistic as possible and the two scenarios in each study were constructed to be the same in both conditions with the exception of one sentence, or one word to ensure that there was minimal variability between scenarios.

Study 1 Method

Procedure

In the first study, part-time (working less than 32 hours per week) employees were recruited from Amazon Mechanical Turk (MTurk), an online crowdsourcing platform and each compensated US\$.50 for completing the survey. In the recruitment (see Appendix A), participants were provided with a link to the survey, using the Qualtrics survey software. When they clicked the study link, they were presented with the consent information (see Appendix B). After they read the consent form they selected “I consent” to continue to the questionnaire or “I do not consent” and were directed to the debriefing. No one selected the “I do not consent” option. Participants were randomly assigned to a condition in which they were asked to read one of two scenarios. In one scenario, they were rewarded with a shift that they wanted by their supervisor and in the other scenario they were not given the shift that they wanted (see Appendix C). After reading the scenario, they were asked how likely would be they to engage in organizational citizenship or counterproductive behaviours based on the outcome of the scenario, then they were asked to respond to the three scales of entitlement (trait, general employee, workplace) and proactivity and, finally, the demographic items. Participants were debriefed (see Appendix D) at the end of the survey.

Participants

Respondents were 165 part-time employees ($M = 28$ hours $SD = 11.27$ ranging from 2 to 50) although some participants reported that they worked over 32 hours per week, the majority of participants (60%) worked part-time hours, therefore no

participants were removed from the analysis for working full-time hours. The average age of participants was 34 ($SD = 11.07$, ranging from 18 to over 60). Fifty-two percent of participants identified as male. The most common occupations were in technology (21.3%) and administrative or clerical roles (15.6%). The next most common industries were finance (9.3%), customer service (8%) and retail (8%). The average number of years that employees worked at their current job was 5 years ($SD = 4.62$, ranging from less than 1 to over 20 years).

Measures

Scenarios. Two scenarios were developed for the current study in which participants are asked to imagine themselves in a situation that is not uncommon for part-time employees given that their work schedules are often shift based. The manipulation was whether participants were rewarded by receiving their desired shifts or not rewarded by having to work their non-desired shifts. The scenarios were:

Imagine that at your workplace you and your colleagues have been getting many evening shifts. You know that you want to work during the days so that you can have the evenings and weekends free because many things you enjoy doing (e.g., TV shows, going out to dinner, going to the movies) happen during the evenings. Recently, you have been scheduled for several evenings and you ask your manager to give you more day shifts even though you said you were available at any time.

Your manager says, "I know it's been tough for the department but I will schedule you for day shifts next week though I might need you for nights in the

coming weeks [unfortunately, I need everyone to be available for nights in the coming weeks"].

Psychological Entitlement. To measure the trait entitlement of the employees, the nine-item psychological entitlement scale developed by Campbell et al., (2004) was used. Participants were asked to indicate the extent to which they agreed with statements such, "If I were on the Titanic I should be on the first lifeboat." Responses were on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). In the current study, the scale had a strong internal consistency, with a Cronbach's alpha of .89.

Employee Entitlement. To measure the more context-specific form of entitlement, the 18-item 3-factor Measure of Employee Entitlement by Westerlaken et al., (2016) was used to assess employee entitlement beliefs. The full scale was used along with the three subscales. The first subscale was reward as a right, i.e., expecting to be rewarded regardless of input (e.g., "I expect regular pay increases regardless of how the organization performs"), the second was self-focus to the detriment of others (e.g., "I expect to be able to take breaks whenever I want") and the third was excessive self-regard, i.e., thinking highly of oneself (e.g., "I believe I have exceptional skills and abilities"). All responses were made on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The Cronbach's alpha for the overall scale was .91 and for the subscales were .85, .82, and .65, respectively.

Workplace Entitlement. To further assess situation-specific workplace entitlement, a 7-item scale developed by Huggins and Mantler (2017) was used. This measure modified the items from the Academic Entitlement Scale (Greenberger et al., (2008); for example, the original item "Professors who won't let me take an exam at a

different time because of my personal plans (e.g. a vacation or other trip that is important to me) are too strict” was modified to become “Supervisors who won’t let me change my schedule to a different time because of my personal plans (e.g. a concert or social outing that is important to me) are too mean.” Their initial 15 items were reduced to a 7-item scale on the basis of an exploratory factor analysis. Huggins and Mantler (2017) reported a Cronbach’s alpha of .76 for the 7-item scale, and in the present research, the Cronbach’s alpha of the 7-item scale was .81.

Proactive Personality. The 17-item Proactive Personality Scale (Bateman & Crant, 1993) scale was used to measure the proactive beliefs of employees. Participants were asked to indicate to what extent they agreed with statements such as “I am always looking for better ways to do things.” The responses were made on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). This scale had a strong internal consistency, with a Cronbach’s alpha of .90.

Counterproductive Work Behavior Scale. To measure how negatively the employees would behave given the outcome of the scenario condition, the 10-item Counterproductive Work Behavior Scale developed by Spector, Bauer, and Fox (2010) was used. For instance, participants were asked to respond to questions such as, “Tell people outside the job what a lousy place you work for” in order to get a sense of how they perceived the organizational event. The responses were made on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). For this scale, the Cronbach’s alpha was .91.

Organizational Citizenship Behavior Scale. The 10-item Organizational Citizenship Behavior Scale developed by Spector, Bauer, and Fox (2010) was used to

measure how likely the employees would be to engage in positive organizational citizenship behaviour after receiving or not receiving the reward. For example, participants were asked to indicate the extent to which they agreed with statements such as “Volunteer for extra work assignments.” The responses were made on a Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). The Cronbach’s alpha for this scale was .86.

Demographics. Questions asking the participants’ age, gender, how long they worked at their current job, and their industry were also asked.

Study 1 Results

Preliminary Analyses

Data cleaning. Histograms and box plots were used to visually assess whether there were violations of normality and to identify possible outliers. The data were negatively skewed for proactivity and organizational citizenship behaviour and positively skewed for counterproductive work behaviour; however, the data were not transformed as recent research (Feng, 2014) has indicated that it is likely more accurate to use classical approaches based on an estimation of normal distribution. Furthermore, the research is focused on more extreme values of counterproductive work behaviour and organizational citizenship behaviour and transformations could prevent an appropriate analysis of these outcome variables. After possible univariate outliers were identified with the boxplots, a further analysis was conducted with *Z* score values (Z scores $> \pm 3.29 SD$) and it was determined that there were no outliers based on this criterion.

To test for missing values, Little’s MCAR test was conducted for all variables used in the subsequent analyses. The results revealed that for organizational citizenship

behaviour $\chi^2(54, N = 162) = 70.15 p < .05$ and counterproductive work behaviour $\chi^2(53, N = 162) = 70.99 p = .05$, the data were missing at random and there were very few missing cases ($\leq .6\%$ - 1.9%), therefore, listwise deletion was used for the subsequent analyses.

Assumptions testing of normality, linearity, multivariate outliers, multicollinearity, and heteroscedasticity were conducted for regression analyses using scatter plots of the residuals to check for linearity, histograms to check for normality, and using Cook's *d*, Mahalanobis distance values, and leverage values to check for multivariate outliers. Three cases were removed as they were shown to have both high leverage values and Mahalanobis' distance values, leaving a sample of 162 participants. Furthermore, it was determined that the residuals were linearly related and were approximately normally distributed. However, there was some heteroscedasticity and multicollinearity between the state and trait measures of entitlement. To further examine whether the standard errors needed to be adjusted due to heteroscedasticity, the HCREG SPSS macro by Hayes and Cai (2007) was used. The results of this analysis demonstrated that the standard errors and the associated *p*-values were very similar in the original regression and the regression that was run with the macro; therefore, no further corrections were made to the data based on this violation.

Due to the focus of the study on moderation analyses and because the exploratory analyses were not focused on hypothesis testing, no further corrections were made to address multicollinearity (Alin, 2010). The VIF values were from 1-3.7 (< 10) and this suggests that the multicollinearity was not large enough to influence least squares estimates (Kutner, Nachtsheim, Neter, & Li, 2005).

Descriptive statistics

The means, standard deviations, Cronbach's alphas, and correlations were calculated for each of the entitlement scales, and the subscales of employee entitlement, proactive personality, counterproductive work behaviour, and organizational citizenship behaviour. These results, as well as the descriptive statistics for the demographics, are in Table 1. The three entitlement scales were moderately-largely correlated with each other (.45-.77) and with counterproductive work behaviour, as expected. Although the scenario condition was not related to counterproductive behaviour, participants who were given the shifts that they wanted were more likely to report organizational citizenship behaviours. Younger and male participants reported more negative behaviours, although males were also more likely to report organizational citizenship behaviours. Based on these results age and gender were used in subsequent regression analyses as control variables.

Testing Counterproductive Work Behaviour in Scenario Conditions

To test whether the relation between either of the situation-specific forms of entitlement (workplace entitlement, employee entitlement), trait entitlement, or proactivity and counterproductive work behaviour was moderated by the scenario condition, four moderation analyses were conducted using the PROCESS macro by Hayes (2012). There were direct effects of entitlement and proactivity on counterproductive work behaviour such that workplace entitlement had the strongest direct effect, followed by employee entitlement, and trait entitlement. Contrary to expectations, the scenario did not moderate the effect of entitlement or proactivity on the likelihood of engaging in counterproductive work behaviours (see Table 2).

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Table 1
Correlations of Variables for Study 1

Variable	1	2	3	4	5	6	7	8
1. Psychological entitlement	(.89)							
2. Employee entitlement	.77***	(.91)						
3. Reward as a right	.73***	.95***	(.85)					
4. Self-focus	.69***	.90***	.78***	(.82)				
5. Excessive self-regard	.55***	.73***	.57***	.54***	(.65)			
6. Workplace entitlement	.61***	.77***	.73***	.76***	.42***	(.81)		
7. Proactive personality	.45***	.42***	.35***	.28***	.58***	.20**	(.90)	
8. Counterproductive work behaviour	.31***	.38***	.38***	.48***	.04	.52***	-.06	(.91)
9. Organizational citizenship behaviour	.28***	.28***	.24**	.19*	.37***	.01	.28***	-.16*
10. Age	-.10	-.13	-.09	-.16*	-.09	-.14	-.08	-.24*
11. Gender	-.21**	-.24	-.21**	-.23**	-.20*	-.26**	-.21**	-.16*
12. Scenario	-.09	.01	.00	-.01	.03	.00	-.12	.11
Mean	3.05	3.05	3.07	2.64	3.51	2.74	3.70	2.03
Standard deviation	.83	.69	.75	.88	.70	.76	.60	.85

Note. Cronbach's alphas are presented on the diagonal. $N=161$. Male = 0, Female = 1. Scenario Rewarded = 0, Scenario Not Rewarded = 1.

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

The employees who were higher in entitlement and who were not rewarded were not any more likely to behave negatively than were those who were lower in entitlement and who also were not rewarded. The same was true for highly proactive employees and those lower in proactivity—there was no difference in reported counterproductive work behaviour.

To further examine this unexpected result, an independent samples t-test was conducted to determine whether there was a significant difference in counterproductive behaviour between scenario conditions. The results demonstrated that there was no significant difference in counterproductive work behaviour between the rewarded and not-rewarded conditions, $t(160) = -1.50$ $p > .05$. Although there was no statistically significant difference, the mean of the counterproductive work behaviour was lower in the reward condition ($M = 1.92$, $SD = .84$) compared to the not-rewarded condition, ($M = 2.12$, $SD = .86$).

Table 2
Moderation Analyses of Scenario for Entitlement and Proactivity on Counterproductive Work Behaviour

Variable	B	SE B	<i>t</i>	95% CI
Scenario	.20	.11	1.75	[-.03, .42]
Workplace Entitlement	.52	.11	4.67***	[.30, .74]
Scenario × Workplace Entitlement	.08	.15	.56	[-.21, .38]
Scenario	.20	.12	1.66	[-.04, .45]
Employee Entitlement	.39	.13	3.09**	[.14, .65]
Scenario × Employee Entitlement	.08	.18	.42	[-.28, .43]
Scenario	.25	.13	2.01*	[.00, .50]
Psychological Entitlement	.28	.09	2.44*	[.05, .51]
Scenario × Psychological Entitlement	.03	.15	.17	[-.28, .33]
Scenario	.20	.13	1.54	[-.05, .46]
Proactive Personality	-.25	.15	-1.65	[-.55, .05]
Scenario × Proactive Personality	.24	.22	1.07	[-.20, .67]

Note. $N=161$. Control variables = Age, Gender. Scenario Rewarded = 0, Not Rewarded = 1. CI = Bias Corrected bootstrap CI using 10,000 resamples
 * $p < .05$. ** $p < .01$. *** $p < .001$.

Predicting Counterproductive Work Behaviour. Given that there were no significant results based on the scenario condition, a multiple regression was conducted to explore the prediction of counterproductive work behaviour using the various forms of entitlement and proactivity. Since there was an unexpected correlation (see Table 1) between employee entitlement and proactivity, and employee entitlement and organizational citizenship behaviour, the employee entitlement scale was examined at the level of its three subscales – reward as a right, self-focus, and excessive self-regard and included in the regression to determine if there was a specific factor that was in fact related to proactivity and organizational citizenship behaviour.

Gender and age were entered in the model in the first block as control variables since they were not of direct interest but were related to counterproductive work behaviour and organizational citizenship behaviour. Scenario was added in the second block; although the scenario condition was not significantly related to the outcome variable, it was important to control for the possible effects of the scenario since participants were assigned to be in one of two conditions. The psychological entitlement, workplace entitlement, reward as a right, self-focus, excessive self-regard, and proactivity were entered in the third block.

The overall multiple hierarchical regression was significant, $F(9, 151) = 11.44$, $p < .001$, explaining 41% of the variance in counterproductive work behaviour (see Table 3). Over and above age, gender, and scenario condition, greater workplace entitlement, greater self-focus, but less self-regard were significant predictors of counterproductive work behaviour.

The unexpected negative association of excessive self-regard with counterproductive work behaviour requires additional attention, particularly given that excessive self-regard had a non-significant zero order correlation with counterproductive work behaviour. A possible explanation for this occurrence is that this factor acts as a suppression variable for workplace entitlement and self-focus. A suppression variable refers to a predictor that is not related to the outcome variable, but when added to the regression, helps to increase the R^2 value of the model by accounting for the residuals (Beckstead, 2012). According to Darlington (1968) and Beckstead (2012), the negative beta weight of the excessive self-regard predictor and the fact that it has no relation to counterproductive work behaviour, all signify that this variable removes error variance in the other two predictors and aids in their predictive ability. The suppression variable was kept in the regression model as it is recommended not to remove any variables (suppression or otherwise) from multiple regressions because of the information that can be lost due to exclusion (Maassen & Bakker, 2001; Pandey & Elliott, 2010). Although the variable appears to be a suppressor variable, it cannot be known for sure without further data collection. Hence, overall, part-time employees who were higher in workplace entitlement and self-focus expected that they would be more likely to engage in counterproductive work behaviour, regardless of whether they received or did not receive a desired work outcome

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Table 3
Hierarchical Multiple Regression of Entitlement and Proactivity on Counterproductive Work Behaviour

Variable	Block 1				Block 2				B
	B	SE B	β	95% CI	B	SE B	β	95% CI	
Age	-.02	.01	-.22**	[-.03, -.01]	-.02	.01	-.22**	[-.03, -.01]	-.02
Gender	-.18	.12	-.11	[-.42, .06]	-.19	.12	-.13	[-.43, .05]	-.04
Scenario					.22	.13	.13	[-.04, .48]	.22
Workplace Entitlement									.40
Psychological Entitlement									.07
Reward as a Right									-.00
Self-focus									.30
Excessive self-regard									-.35
Proactive Personality									-.13
R^2		.07**				.09**			
F		5.86**				4.89**			
ΔR^2						.02			

Note. $N= 161$. Male = 0, Female =1. Scenario Rewarded = 0, Not Rewarded = 1.

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

Testing Organizational Citizenship Behaviour in Scenario Conditions

The second outcome variable of interest was organizational citizenship behaviour. Unlike counterproductive work behaviour, scenario was in fact related to organizational citizenship behaviour (see Table 1). Therefore, the subsequent moderation analyses were conducted as above to determine whether there was a significant interaction between entitlement and scenario and between proactive personality and scenario in predicting organizational citizenship behaviour.

Contrary to expectations, there were no significant moderating effects for workplace entitlement and scenario, for employee entitlement and scenario, for trait entitlement and scenario, or for proactivity and scenario. These results suggest that scenario condition did not play a significant role in changing the behaviour of the employees. There was however only one instance where scenario had a direct effect on organizational citizenship behaviour. The results can be seen in Table 4.

To further assess this unexpected result regarding the scenario conditions, an independent samples t-test was conducted to determine whether there were any significant differences in the scenario conditions regarding organizational citizenship behaviour $t(160) = -1.90 p >.05$. Participants in the rewarded condition were marginally more likely ($M = 3.46, SD = .75$) to say that they would engage in organizational citizenship behaviour relative to the participants in the not-rewarded condition ($M = 3.23, SD = .78$).

Table 4
Moderation Analyses of Scenario for Entitlement and Proactivity on Organizational Citizenship Behaviour

Variable	B	SE B	<i>t</i>	95% CI
Scenario	-.22	.12	-1.88	[-.46, .01]
Workplace Entitlement	-.04	.12	-.36	[-.27, .19]
Scenario × Workplace Entitlement	.06	.16	.39	[-.25, .37]
Scenario	-.23	.11	-2.08*	[-.46, .01]
Employee Entitlement	.17	.12	1.49	[-.06, .41]
Scenario × Employee Entitlement	.29	.17	1.73	[-.04, .61]
Scenario	-.20	.11	-1.73	[-.42, .03]
Psychological Entitlement	.12	.10	1.13	[-.09, .32]
Scenario × Psychological Entitlement	.23	.14	1.68	[-.04, .51]
Scenario	-.18	.11	-1.60	[-.41, .04]
Proactive Personality	.21	.13	1.55	[-.06, .47]
Scenario × Proactive Personality	.27	.19	1.39	[-.11, .65]

Note. $N=161$. Control variables = Age, Gender. Scenario Rewarded = 0, Not Rewarded = 1. CI = Bias Corrected bootstrap CI using 10,000 resamples

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

Predicting Organizational Citizenship Behaviour. Given that employee entitlement and trait entitlement seemed to be related to organizational citizenship behaviour, an exploratory multiple regression was run with the subscales of employee entitlement, workplace entitlement, trait entitlement, and proactivity to further explore the prediction of organizational citizenship behaviour. The correlations (see Table 1) revealed that excessive self-regard was most strongly related to organizational citizenship behaviour even more so than proactive personality, which is

typically related to organizational citizenship behaviour, suggesting that those who hold themselves in high regard report more positive behaviours as opposed to negative ones.

Similar to the counterproductive work behaviour analyses, a hierarchical multiple regression was run. Gender and age were used as control variables, with scenario in the second block, and the previously mentioned predictors in the third block. Overall, the model was significant $F(9, 151) = 6.79, p < .001$, explaining 29% of the variance in organizational citizenship behaviour (see Table 5). Over and above age, gender, and scenario, workplace entitlement was negatively associated with organizational citizenship behaviour and excessive self-regard was positively associated with this outcome. Contrary to expectations, proactivity did not predict organizational citizenship behaviour with excessive self-regard in the model.

Given that workplace entitlement did not have a significant zero-order correlation with organizational citizenship behaviour, it may have acted as a suppressor variable for excessive self-regard in this model. Although this variable had a strong negative association with organizational citizenship behaviour, this association only appeared with the other forms of entitlement in the model and so it is believed to be a possible suppressor variable. However, just as in the counterproductive work behaviour analyses, it is not known for certain whether there is in fact a suppression effect, therefore it was retained for the multiple regression. This suppression effect may aid in understanding the unexpected positive relation between employee entitlement and organizational citizenship behaviour, and trait entitlement and organizational citizenship behaviour as it appears to isolate the aspects (e.g. excessive self-regard) of entitlement that relate to these positive behaviours. Overall, this analysis indicates that those who think highly of themselves are more likely to report organizational citizenship behaviours.

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Table 5

Hierarchical Multiple Regression of Entitlement and Proactivity on Organizational Citizenship Behaviors

Variable	Block 1				Block 2			
	B	SE B	β	95% CI	B	SE B	β	95% CI
Age	.01	.00	.19*	[.00, .02]	.01	.01	.19*	[.00, .02]
Gender	-.27	.11	-.19*	[-.42, .06]	-.25	.11	-.18*	[-.47, -.04]
Scenario					-.22	.12	-.15	[-.46, .01]
Workplace Entitlement								
Psychological Entitlement								
Reward as a Right								
Self-focus								
Excessive self-regard								
Proactive Personality								
R^2		.06**				.08**		
F		5.00**				4.58**		
ΔR^2						.02		

Note. $N= 161$. Male = 0, Female = 1. Scenario Rewarded = 0, Not Rewarded = 1. CI = Confidence Interval

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

Study 1 Discussion

The overall purpose of this study was to examine the role of receiving or not receiving rewards in relation to behavioural outcomes among entitled and proactive employees. This study examined the question from the perspective of part-time employees and found that a single instance of not receiving an expected reward did not appear to influence subsequent counterproductive work behaviours or organizational citizenship behaviours. Further, situation-specific forms of entitlement were associated with the outcome variables as opposed to trait entitlement and trait proactivity. Indeed, work entitlement was the strongest predictor of the likelihood of engaging in negative acts at work, whereas the strongest predictor of organizational citizenship behaviours was excessive self-regard.

The next study examined this question from the perspective of supervisors and coworkers. Do supervisors knowingly reward employees high in personal or work entitlement in order to accomplish their work objectives? And if so, what are the outcomes of such actions? These questions were tested comparing a sample of full-time supervisors with a sample of full-time employees to determine whether supervisors react to entitlement differently compared to employees.

Study 2 Method

Procedure

Two different groups were recruited to participate in this study. The first sample consisted of managers recruited online from two publicly owned companies on the island of St. Vincent in the Caribbean. Before collecting data from the companies in St. Vincent, the CEO of each company provided verbal confirmation at an in-person meeting and follow-up written confirmation that the research could commence at the respective companies. The CEO of the first company provided email addresses of six managers, which were used to send out an invitation to participate in the study (see Appendix E) and a reminder email. The CEO of the second company put the researcher in contact with the Human Resources manager, who provided a group email address that could be used to reach the managers for participant anonymity. I used this email address to send out the invitation as well as the reminder email. The recruitment email contained a link to the survey, which was administered online using the Qualtrics platform. In the informed consent (see Appendix H), participants were assured that their data would be kept confidential. A reminder was sent out to the managerial sample one week after the initial invitation. This reminder thanked the participants who responded and reminded the participants who did not participate to do so. The email addresses were deleted at the end of the study. After the study was completed, the managers, the Human Resources representatives, and the CEOs were sent a final email thanking them for their support. Out of a total of 40 managers, seven responded to the survey for a response rate of 17%. Given the low response rate, a general summary detailing the results of the entire study will be provided to each organization instead of providing company specific results.

The second sample included 340 full-time employees recruited through Amazon's MTurk. A recruitment notice (see Appendix F) was posted on the MTurk website and the study or "HIT" (Human Intelligence Task) was made available only to workers (the MTurk designation for people who are allowed to complete tasks on the site) who met the full-time employee criterion. Participants were able to read a description of the study before choosing to sign up. If they decided to sign up for the study they were taken to the external Qualtrics link and asked to read and agree to the consent information (see Appendix G) before beginning. They were presented with a vignette describing a workplace situation and asked their opinion as to who should work on a hypothetical project based on the description of the employee. They were then asked to respond to the scenario by answering questions about the behaviour of the employee who did not receive the reward. Finally, they were asked demographic questions (see Appendix H for the entire survey). Once they submitted their responses, they were provided with more information regarding the purpose of the study (see Appendix J) and they were given a code at the end of the survey to enter on the MTurk site, which allowed them to receive compensation of US\$.50.

Participants

The MTurk and St. Vincent samples were combined, resulting in a total sample of 347 with 60.8% identifying as a supervisor of two or more people and 39.1% identifying as front-line employees. The average number of direct reports was 10 employees, with a range of 2 - 363, and the average number of indirect reports was 17, with a range from 2-500. Only 35% of participants reported that they worked in a unionized environment. There were more participants identifying as men (57.7%) than women (32.3%); 11% of

participants who did not enter a gender. The average of the participants was 36 years ($SD = 10.38$; range 20-68).

Measures

Scenario. One scenario was developed with a manipulation at the end describing a situation in which a manager gives a project to one of two employees (entitled or proactive). Participants were assigned to one of two scenario conditions. The scenario is as follows:

Lisa often gives good suggestions on how to improve work. She is engaged in the workplace and she tends to put in extra effort at work. She is determined to do her best and she often finds new tasks that contribute to the success of her team. She tends to seek out opportunities that help her professionally and help the organization. She believes in working hard and achieving results. She knows that she does good work and she believes that she should be rewarded for it.

When Lisa receives negative feedback, she tries to improve her work and says that she could do better.

Nicki is also a competent employee but she often tries to get out of tasks that she does not want to do. She does not put in a lot of effort but she expects to be given the same rewards as others who work hard. She often complains about the work that she is assigned and will say that she is being treated unfairly if she does not get to work on special projects. She makes things difficult for her coworkers and manager when she leaves them to complete her tasks, or when she makes a scene about being more deserving of better treatment than they are.

Nicki does not take negative feedback well and blames her coworkers for her failure.

A new high-profile task is coming up that both employees want. They are both able to do the job but this is a project that Nicki will complete because it is a special project. This means that work will flow smoothly because everyone can work on their own projects. Lisa will do a good job on other tasks if she doesn't get the project but she will likely feel unfairly treated since she works so hard but did not get rewarded.

If Nicki doesn't get the project she will confront management and will make comments saying that she deserves the project more than Lisa. She will not do her other tasks well and other employees will have to pick up the slack.

The manager gives the project to Lisa [Nicki].

Scenario responses. Four questions, developed for this study, were asked to measure the participants' reactions to the scenario and immediately followed the scenario (see Appendix E). The items were "Why do you think the manager gave the project to Lisa [Nicki]?", "Who would you have given the project to?", "Please rank order your decision.", and "How comfortable are you with this decision?". These items were developed to understand how participants view the reward process, to understand why one employee may be rewarded over the other, and to get a sense of how secure in their decision they would be depending on who they chose to reward.

Counterproductive Work Behaviour. To measure participant predictions of how likely the employee who did **not** receive the reward would be to engage in negative behaviours, the 10-item Counterproductive Work Behaviour Scale developed by Spector,

Bauer, and Fox (2010) was used. The instructions were “How likely would Nicki [Lisa], the other employee, be to do the following?” and participants responded to items such as how likely the employee would be to “Come to work late without permission” given that she did not receive the reward. The responses were made on a Likert scale ranging from 1 (Not Likely) to 5 (Extremely Likely). The internal consistency of this scale was high, with a Cronbach’s alpha of .91.

Organizational Citizenship Behaviour. To measure predictions of the extent to which the employee who was not rewarded would engage in positive behaviour, the 10-item Organizational Citizenship Behaviour Scale, developed by Spector, Bauer, and Fox (2010), was used. For instance, the participants were asked how likely the employee who was not rewarded would be to “Offer suggestions to improve how work is done.” This scale had a Cronbach’s alpha of .91 and the responses were on a Likert scale ranging from 1 (Not Likely) to 5 (Extremely Likely).

Demographics. The demographic questions asked participants to report their age, gender, whether they were a manager, whether they were in a union, and how many employees they supervised.

Study 2 Results

Preliminary Analyses

Data cleaning. To test for normality and outliers, the data were visually examined with histograms and box plots and with the use of *Z* scores. The data were positively skewed for the counterproductive work behaviour for the entitled employee and negatively skewed for the proactive employee as would be expected based on the scenario condition in which participants expected much more counterproductive work behaviour from the entitled employee and much more organizational citizenship behaviours for the proactive employee.

Possible outliers were visually identified with histograms and boxplots; follow-up tests of the *Z* score values indicated that no cases should be removed based on the cut-off of *Z* scores $> +/-3.29 SD$. The Little's MCAR test for missing values was conducted for the proactive employee's expected organizational citizenship behaviour $\chi^2(18, N = 158) = 24.26 p >.05$ and counterproductive work behaviour $\chi^2(18, N = 158) = 17.52 p >.05$. The analysis was also run for the entitled employee expected organizational citizenship behaviours $\chi^2(44, N = 158) = 38.05 p >.05$ and counterproductive work behaviour $\chi^2(77, N = 158) = 69.47 p >.05$. These results demonstrated that the small amount of missing data ($\leq .01\%$ to $\leq 3.1\%$) were missing completely at random; therefore, all cases were retained for the subsequent analyses and missing data were handled through the use of listwise deletion.

The only assumption for the independent samples t-test that was not met was the normality of the data. Given that t-tests are robust to minor violations of normality with a large enough sample size (Sara, 2010), the analyses were conducted as planned.

Descriptive statistics. The means and standard deviations were calculated for the organizational citizenship and counterproductive behaviour for the entitled and proactive employees. For the entitled employee who was not rewarded, the mean counterproductive work behaviour was 3.68 ($SD = .83$) whereas the proactive employee had a mean of 2.13 ($SD = .85$) $t(315) = -16.61, p < .001$. The entitled employee had a mean organizational citizenship behaviour of 2.18 ($SD = 1.07$) while the proactive employee had a mean of 3.56 ($SD = .81$) $t(315) = 12.95, p < .001$ (see Figure 1). Younger people were more likely to say that the entitled employee would report more positive behaviours ($r = -.28, p < .01$), whereas they were more likely to report that the proactive employee would engage in more counterproductive work behaviours ($r = -.23, p < .01$).

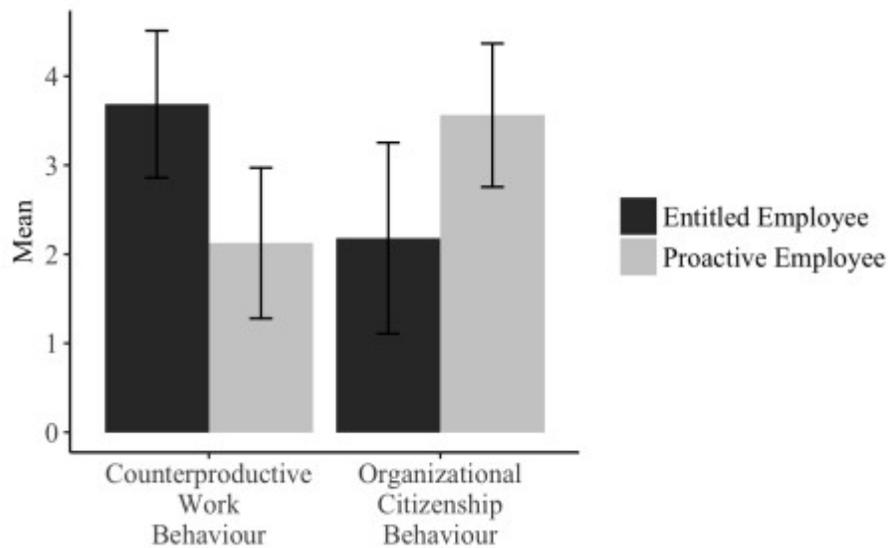


Figure 1. Histogram showing participant ratings of mean Counterproductive Work Behaviour and Organizational Citizenship Behaviour of each type of employee. Error bars represent Standard Deviation of the mean.

Choosing to reward entitled or proactive employees

To answer the research question of whether supervisors or employees would reward entitled employees instead of proactive employees, chi square analyses and independent samples t-tests were conducted. When the proactive employee was rewarded by the manager in the scenario (and the entitled employee was not), most participants chose to reward the proactive employee (see Table 6). There was no association between being a supervisor or employee and choosing to reward the proactive or entitled employee $\chi^2(1) = .01 p > .05$.

For the scenario condition in which the entitled employee was rewarded, there was also no association between being a supervisor or employee and choosing to reward either employee, $\chi^2(1) = 2.54 p > .05$. Interestingly, in the condition in which the entitled employee was rewarded by the manager in the scenario, 26.8% of participants in that condition said that they would also reward her, whereas when the proactive employee was rewarded over the entitled employee, only 10.3% of participants in that condition said that they would reward the entitled employee.

Overall, participants reported that they would be more likely to reward the proactive employee, yet they were still willing to reward the entitled employee. However, when asked how comfortable they were with their decisions, participants were not comfortable with their decisions to reward the entitled employee in both conditions. In the condition in which the proactive employee was rewarded by the scenario manager, participants who chose to reward the entitled employee were significantly less comfortable with their decision ($M = 3.60 SD = 1.00$), $t(156) = -4.79, p < .001$ as opposed to participants who chose to reward the proactive employee ($M = 4.54 SD = .74$). In the

condition in which the entitled employee was rewarded by the scenario manager, those who chose to reward the entitled employee also reported feeling significantly less comfortable with their decision ($M = 3.60$ $SD = 1.04$), $t(155) = -3.10$ $p < .01$, than those who chose to reward the proactive employee ($M = 4.20$ $SD = 1.10$).

Table 6
Percentages of participants who chose to reward Entitled or Proactive employees based on Scenario

		Proactive Employee Scenario ($N = 155$)			Entitled Employee Scenario ($N = 157$)		
		Supervisor $n = 89$	Employee $n = 66$	Total	Supervisor $n = 100$	Employee $n = 57$	Total
Rewarded Employee	Entitled	5.7%	4.5%	10.3%	19.7%	7.1%	26.8%
	Proactive	51.7%	38.0%	89.7%	43.9%	29.3%	73.2%

Predicting the behaviour of entitled and proactive employees. To answer the research questions that asked whether there would be differences in how supervisors versus employees would expect the unrewarded employee to behave, a series of independent samples t-tests was conducted. There was no significant difference between supervisors and employees regarding how much counterproductive behaviour $t(156) = -.64$ $p > .05$ and organizational citizenship behaviour $t(156) = .38$ $p > .05$ that they thought the proactive employee would engage in after being passed over for an important project (see Table 7). This suggests that both managers and employees think similarly about how a proactive employee might behave when not rewarded. When asked to rate how the entitled employee would behave after being denied a leading role in a project,

there was no significant difference between supervisors and employees regarding counterproductive work behaviour $t(154) = .88 p > .05$. In fact, both supervisors and employees rated her as engaging in higher levels of counterproductive behaviour relative to the proactive employee. Surprisingly, there was a significant difference between supervisors' perceptions of the entitled employee's organizational citizenship behaviours as compared to employees who also rated the entitled employee $t(154) = -2.60 p < .05$. Supervisors reported that the entitled employee would engage in more organizational citizenship behaviours when she did not receive the reward that she wanted (see Table 7). While supervisors acknowledge that the entitled employee would engage in high levels of counterproductive behaviour, they are more likely than participants who were not supervisors to think that she would engage in organizational citizenship behaviour.

Table 7
Entitled and Proactive employees' expected behaviour by supervisor and employee

	Proactive Employee Scenario (<i>N</i> = 158)		Entitled Employee Scenario (<i>N</i> = 159)	
	Supervisor	Employee	Supervisor	Employee
	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)	<i>M</i> (<i>SD</i>)
Counterproductive Work Behaviour	2.16 (.89)	2.07 (.77)	3.62 (.87)	3.74 (.77)
Organizational Citizenship Behaviour	3.54 (.82)	3.59(.79)	2.37 (1.11)	1.93 (.98)

Reasons for Rewarding Entitled or Proactive Employees

To determine why one type of employee may be rewarded over the other, participants who were given the vignette in which the proactive employee was rewarded

were asked why the manager in the scenario would have rewarded the proactive employee instead of the entitled employee. Participants generally agreed that the proactive employee was given the project by the manager as a reward (see Table 8).

Participants were also asked who they would give the project to if they had to choose between the proactive or entitled employee and they were asked to rank order their reasons for this decision. The most common reason for giving the project to the proactive employee aligned with the reasons given for the fictional manager, with participants citing rewarding the best employee and getting the job done as the top reasons that they would have chosen the proactive employee. A few participants also generated their own reasons for rewarding the proactive employee over the entitled one. One participant said that “a high profile task needs top tier employees assigned to it,” another said it was a “chance to have the best work done by the most qualified employee.”

Conversely, in the scenario in which the entitled employee was rewarded, the top reasons that participants thought the fictional manager chose to reward the entitled employee were to get the work done, to keep the peace, and to avoid complaints from senior management. These reasons were also the most common reasons given if a participant chose to reward the entitled employee instead of the proactive employee. It is important to note that the participants associate “getting the job done” with both types of employees, which is likely because the scenario explained that Lisa works very hard generally and Nicki would also be willing to work on this particular project, suggesting that both would get the job done. One participant took a more positive route and

explained that they would want “to give nickie [sic] an opportunity to achieve success and improve her work ethic.”

Participants were asked how likely this type of situation would be in their own workplace and it appeared that overall the situation was a common occurrence for the participants (see Figure 2).

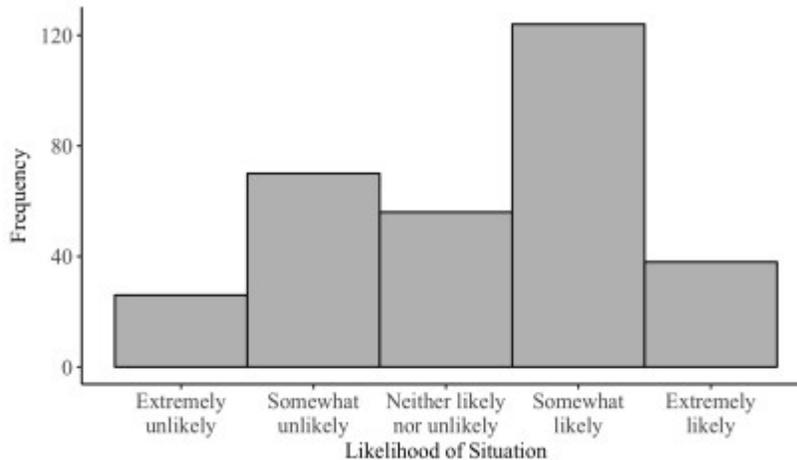


Figure 2. Histogram showing ratings of how likely a situation as described in the scenario would be to occur in the participants' workplaces.

Furthermore, supervisors were more likely ($M = 3.39$ $SD = 1.17$) to say that the situation is common in their workplaces relative to employees ($M = 3.02$ $SD = 1.15$), $t(311) = -2.71$ $p < .01$ (see Figure 3).

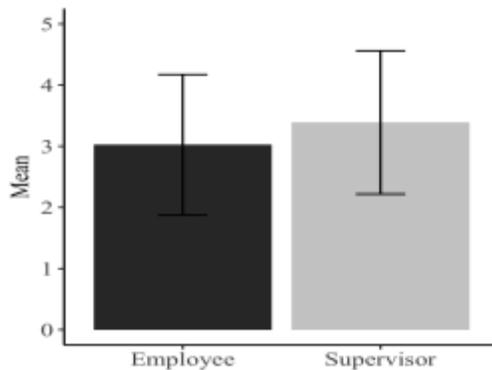


Figure 3. Bar graph showing mean ratings by supervisor and employee for how likely a situation as described in the scenario would be to occur in their workplaces. Error bars represent standard deviations.

Table 8
Reasons Given by Participants to Explain Why Manager in Scenario Rewarded Entitled or Proactive Employee

Reason	Proactive (n = 158)		Entitled (n = 159)	
	Frequency	Percent	Frequency	Percent
To reward her for her behaviour	38	23.9	5	3.2
To get the work done	42	26.4	25	15.8
To keep the coworkers from having to do Nicki's work	3	1.9	43	27.2
To reward the best employee	55	34.6	3	1.9
To keep the peace	6	3.8	31	19.6
To avoid having to deal with a grievance/the union	2	1.3	11	7.0
To avoid hearing complaints about the decision from the manager's other employees	5	3.1	23	14.6
To avoid hearing complaints about the decision from senior management	6	3.8	15	9.5
Other (Please specify)	2	1.3	2	1.3

Understanding Participant Experiences with Similar Situations

To get a stronger sense of what rewarding entitled versus proactive employees may look like from the participants' points of view, they were asked to give a description of a situation that they experienced that was similar to the one described in the scenario. Of the 160 participants who responded to this question (46% of all participants), 46 indicated that they had not experienced this kind of situation and 2 responses were uninterpretable, leaving 112 responses describing their particular situation. These qualitative data were examined using thematic analysis, with coding by the principal investigator and a second rater with experience in qualitative analyses. Both raters developed themes independent of each other. Both sets of themes were compared and there was significant overlap between the two raters regarding the grouping of responses. Although the names of the themes were not the same, the content was grouped very similarly, and so the theme names were modified based on the emerging ideas from the quotes. Overall, four key themes emerged from the data: 1) preventing and resolving conflict 2) working with entitled employees, 3) complaining to get their way, and 4) giving up after losing out.

After the themes were finalized, participants were classified further by their employee status, that is, supervisors or front-line employees. Each participant that was included in the analysis was only represented once per theme. This was because of the short text-responses that were provided in response to the question.

Preventing and resolving conflict. Participants who reported in the survey that they supervised two or more people were the only participants whose comments appeared in this theme. They described the strategies they used to manage these difficult

situations. One supervisor (Participant 14) said “I have two teachers under me exactly like this. I find it very difficult to work with the "Nicky" type and definitely give more attention and praise to the "Lisa" type. Another supervisor (Participant 8) who started out at their organization as an employee and was promoted to a managerial position, explained that they resorted to threats after trying to work with the employee:

I had a broadly similar situation with an employee who also seemed to have a personal grudge against me because I was promoted over him. He made life very difficult for me whenever he had the opportunity. I tried to coach him to no avail. Eventually I promoted two people instead of him, which infuriated him. We finally had a heart-to-heart and I basically told [sic] him to do better or I'd fire him. Once I put things in those terms his performance was much better.

Several other supervisors also reported that they are unwilling to give in to entitled employees. Indeed, participants said that they “never reward bad behaviour” (Participant 21) or that they would prefer to “give my hardest, best workers the more important tasks it makes no difference how others feel” (Participant 23). Others reported that they would only give projects to “the most deserving and hard working candidate” (Participant 32) or they claimed that they would only choose to give rewards to “the best employee as I wanted someone who will take it seriously and put his 100% towards the work” (Participant 108).

Other supervisors recommended a more individualistic approach to managing problematic employees. For instance, one participant explained that “This is normal to have some situations as you describe it, normally I use [sic] to know the motivation about

my people and act according [sic], some situations are favorable to motivate one coworker instead of another” (Participant 51). Another supervisor said “people always want to work on the part that is easiest for them. It usually isn't [sic] the spot where their strengths would help the team the most. I put them where they are most helpful” (Participant 75). One restaurant manager explained that promotions come about after careful consideration of who has the “right fit has the right attitude and will perform well before moving them into that position” (Participant 53) and another expressed a similar sentiment claiming, “I always find out the personalities of employees so i [sic] know what they are good at” (Participant 28). There was even a manager who was successful in reforming their problematic employee:

I had to deal with such an employee in our organization, How I handled this employee is by giving this person so much work that he/she didn't have time to complain. Plus even a small mistake/misconduct was not tolerated from this employee. Now this person is one of my best employee and is due for a promotion. (Participant 79)

Although some supervisors were willing to make the effort to successfully manage their difficult employees, some of them felt that termination was the only option. One manager said “I ended up having to fire the problem child and promote the other employee” (Participant 56). A participant put it even more bluntly “I fire people who act like that” (Participant 67). Indeed, some managers seemed to be at their wit's end with these types of employees:

I had one employee who always complained, wouldn't put in the work, let others pick up his slack. i [sic] terminated him, he was disruptive to the

team and caused too much friction. with him replaced our production increased and my team was happier. (Participant 114)

Another manager went through several channels to try to address the issues that they were facing repeatedly “I took the matter to HR... When it came to the annual review I discussed it and it did not go over very well. After another 6 months of this behavior the employee was let go” (Participant 145).

Based on these responses, it becomes clear that managers are aware of the issues that present themselves when entitled employees are a part of the organization. Evidently, they appear to have broadly similar experiences when it comes to describing and managing these employees, and they generally seem to want resolutions that do not encourage the unwanted behaviour. However, given how common these situations were, it is not surprising that the front-line employees had a more disillusioned perspective on how managers actually dealt with the entitled employees. In the following section, employees described experiences in which they thought that their managers failed them.

Working with entitled employees. All of the comments that fell into this category came from participants who were front-line employees. Their perspectives were illuminating given that they interacted with and were vying for the same organizational rewards as the entitled employees.

When employees were difficult to work with, their coworkers reported feelings of being unfairly treated. For instance, a participant said “someone get a raise in my department and don’t deserve it, it causes many frictions with the other coworkers and the management” (Participant 77). Another employee reported that the difficult employee expected special treatment, “We had a person like Nicki... He often shirked work but

expected to be rewarded the same way as those of us who worked really late. The rest of us were irritated by it” (Participant 150). By engaging in these kinds of behaviours the coworkers of the entitled types indicated that the work environment was less than ideal. Indeed, one employee said, “it's a negative and demoralizing occurrence to have to pick up a coworkers slack, or repair the damage they've done” (Participant 62). Although some of these are not quintessential entitled behaviours, they are counterproductive behaviours, and as demonstrated in Study 1, entitled employees are more likely to engage in these types of behaviours.

Complaining to get their way. Entitlement relates to the idea of expecting more for less and this can manifest itself in the form of complaints when rewards are not given. Indeed, participants (supervisors and front-line employees) both reported incidences of excessive complaining that affected their work lives. One participant explained that a problematic employee would “constantly complain and bicker with the other employees because she believes she is above them and better than them, although she hasn't even worked for it” (Participant 46). This sentiment was echoed by a front-line employee who explained that their difficult coworkers were “just people throwing fits because they didn't get what they wanted” (Participant 143). One employee was also very incensed because they felt unfairly treated and repeatedly passed over:

The squeaky wheel always got the better project. It kept happening, I was shocked and finally got up the courage to confront my manager, he made an excuse. He told me he didn't know I wanted the projects, I needed to speak up. Of course I had spoken up, I had worked hard, I had taken initiative, he just didn't want to deal with her and he didn't want to deal

with having to reprimand her or fire her or the sh*tstorm that would cause, because lord that girl had complaints. (Participant 18)

This quote helps to demonstrate the frustration that comes from experiencing one's supervisor respond to complaints and negative behaviours with rewards instead of punishment. It is important to note that this is a direct contradiction of what managers reported in the survey and in their open-ended questions. Supervisors reported that they generally take firm stances when managing entitlement, and overwhelmingly chose to reward the proactive employees. However, it becomes clear that they may not be rewarding the hard-working employees as often as they claimed. Based on the reports from the employee, the vocal person who complains too much and is in fact rewarded by management.

Some participants detailed why their own supervisors would reward and give in to those who complained. One participant who identified as a supervisor said "he explained to me why he did it, mainly to not hear the complaint that she deserves more and to not make ther [sic] people work more" (Participant 25) and another supervisor explained "well had a manager who gave an assignment [sic] because they wanted to keep the peace, but it failed" (Participant 130). A current supervisor explained that their previous managers were also guilty of trying to placate the complainers, "I've had managers in the past who have given people a project or not given people a project just to keep them happy and quiet" (Participant 19). Similarly, a front-line employee expressed that their manager also gave in to complaints, "I have been at the receiving end of such situations when a manager considered others ahead of me just because they did not want to deal with tantrums and complaints at work from other employees" (Participant 33).

Evidently, the problem occurred when those who are in management positions decided that excessive complaints were too time-consuming or unpleasant to manage. Both supervisors and employees recalled instances where their own managers failed them by deciding to essentially reward negative behaviour.

Giving up after losing out. Given that these experiences appeared to be fairly common and seemed to engender feelings of anger, it was not surprising that some participants reported that they became demotivated or outright quit their jobs. The participants in this category were mainly supervisors except for one front-line employee who was repeatedly passed over for promotions in favour of a less deserving employee, “it caused me to really stop caring and lose interest in doing my best” (Participant 29). A participant who identified as a supervisor shared the same sentiment saying “I was denied job promotion and non-working colleague got the promotion. Which was demotivating for me” (Participant 80). Another supervisor explained how a similar situation affected their coworker saying, “one of my college [sic] has faced it and was very unhappy because of that. After that she was not interested to work hard as she was before” (Participant 127). These reports demonstrate how working with entitled individuals may contribute to loss of engagement, demotivation, and even quitting. One supervisor explained why they left their job, “It happened to me, even after giving my full efforts and even after scoring high on all of the metrics my manager promoted others more than thrice... So when this happened more than three times I quit the job” (Participant 116).

These qualitative responses help to broaden our understanding of why managers may reward entitled employees and how these rewards may impact the behaviours and feelings of other employees or coworkers. The complaints and constant

negative behaviours made for difficult working conditions and employees expressed their disappointment and frustration with management for trying to avoid these complaints by “keeping them happy” with rewards such as promotions.

Although managers acknowledged in the survey that these situations occur frequently, and that at times they may give in to entitled employees to keep the peace or to avoid conflicts, they did not report this in their qualitative responses. Instead, they reported that they would exclusively give rewards to proactive or hard-working employees. Clearly, there are discrepancies between what the employees experience and what managers are willing to say they do and ultimately, the temporary fix of giving in can lead to some of the lowered morale and lack of engagement described by the participants.

Discussion

The aim of the current research was to assess the effect of rewards on the behaviours of proactive and entitled employees both from the perspective of the employees and the perspective of the supervisors controlling the rewards in order to provide a better understanding of how rewarding these two types of workers may affect the organization. Entitled behaviour was contrasted with proactive behaviour because some actions may appear similar (e.g., speaking out to achieve goals) yet the intention behind the action may differ. Entitled employees may be more interested in receiving what they believe they deserve, whereas a proactive employee may be more interested in achieving goals that are beneficial for themselves and the organization. Due to differing intentions, entitled employees may lash out (i.e., perform more counterproductive work behaviours) when not rewarded whereas proactive employees may become less involved in the organization (i.e., perform fewer organizational citizenship behaviours).

The aim of the first study was to test whether entitled or proactive employees would react differently whether they received or were denied desired rewards. Employees high on situation-specific forms of entitlement (workplace, self-focus, and reward as a right) and trait entitlement reported more negative behaviours and employees with high self-regard (third factor of employee entitlement) and proactive employees reported more positive work behaviours. Contrary to expectations, rewards did not alter the behaviour for entitled or proactive employees.

The aim of the second study was to gain a better understanding of how coworkers and supervisors perceived the behaviours of entitled and proactive employees and to explore how and why entitled employees may be rewarded over those who are proactive.

When employees were not rewarded, participants reported that the entitled employees would engage in greater levels of counterproductive work behaviour and lower levels of organization citizenship behaviours compared to proactive employees. Furthermore, the results of the open-ended question suggested that participants thought that supervisors give entitled employees organizational rewards to potentially minimize conflicts between team-members and between supervisors and employees. Front-line colleagues also reported that supervisors were likely to reward entitled employees, sometimes repeatedly, leading to demotivation in their teams.

Overall, these studies provide two different perspectives on the same research question – how does rewarding or not rewarding entitled or proactive employees impact the organization? These studies also help to identify different factors that result in the deliberate rewarding of entitled behaviour. Based on the open-ended comments in the second study, rewarding entitled behaviour occurs frequently and results in frustration both for supervisors and other employees.

Rewards and Workplace Outcomes

Given that rewards have become an integral part of organizational systems (Mickel & Barron, 2008) it was unexpected that the rewards offered in the first study scenario (i.e., getting desired work shifts) did not alter the behaviour of the employees. Typically, supervisors have used rewards (e.g., pay rewards) as a way to produce desired behaviour in employees (e.g., Chiang & Birtch, 2012). In the current research, the reward chosen was a material reward (De Gieter & Hofmans, 2015) as research (e.g., Mickel & Barron, 2008) suggests that material rewards do not need to be financial in nature to be viewed favourably. In the current study, participants (especially highly entitled ones) may

not have viewed the reward as being enough to warrant behaving any more or less positively or negatively, leading to similar patterns of behaviours in both conditions. Therefore, in an attempt to achieve a realistic representation of a typical reward given in a part-time job by using a scenario, the results could suggest that managers may think that they are offering a reward when in fact employees may not perceive the rewards as desirable. Indeed, researchers and supervisors have begun to explore the idea of reward satisfaction (whether an employee is satisfied with the rewards they receive) in an attempt to help organizations to produce positive behaviours without necessarily increasing pay and bonuses (De Gieter, De Cooman, Hofmans, Pepermans, & Jegers, 2012). If an employee is not satisfied with how much or what they are being offered, it likely will not change their behaviour and it may even foster feelings of injustice (De Gieter et al., 2012).

In the first study, part-time workers may already expect to be accommodated by the workplace and the material “reward” of a shift assignment may not be viewed nearly as positively as a high-profile project or a bonus. In study 2, a special high-profile project was used as a reward in the scenario, and participants predicted that the entitled employee would react with high levels of counterproductive work behaviour when she was not rewarded. It is possible that losing a more high-profile reward will engender greater feelings of injustice and subsequently more negative behaviours in employees.

Although perceptions of justice were not of direct interest when examining how the entitled and proactive employees may react, the relation between fairness, rewards and behaviour is a clear one (Janssen, 2000). It is possible that some forms may be of more relevance to those who are highly entitled. For instance, distributive justice, which

refers to perceptions of the fair distributions of rewards, is one such aspect of organizational justice that may be of importance (Colquitt, 2001). The participants who were more entitled may have perceived that the reward was still not fair to them even if they received it especially since it was implied in the scenario that they may still have to work an undesirable shift along with their coworkers. The more entitled participants may have expected to be given an indeterminate assignment to work only day shifts while their coworkers continued to work at night. Therefore, the reward may have been viewed more favourably if it demonstrated that the entitled individuals would be getting more special treatment than their colleagues. Entitled employees may never be fully satisfied with what they are given and may continue to act out against their organizations due to these feelings of being unfairly treated because they were not given enough compensation (Byrne, Miller, & Pitts, 2010). When those who are high in entitlement feel that they have been unfairly treated they are more likely to react with excessive negative behaviours, possibly as a way to express their frustration or to punish the organization or its workers (Bishop & Lane, 2002; Kickul & Lester, 2001). Indeed, in the second study, participants described similar situations in their comments in which entitled coworkers expected promotions and reacted negatively if denied.

In the scenario in the first study, the supervisor unilaterally decided that the reward may not be permanent. This could cause an entitled person to feel that they were not treated with the respect they deserve or that they were not adequately elevated above their coworkers leading to the displays of negative behaviour described by participants. The entitled employee may have felt that their interpersonal justice was violated. Given that those who are highly entitled compare themselves to their referent others such as

coworkers (Foley, Ngo, & Loi, 2016; Hochwarter, Perrewé, Royle, & Matherly, 2007) and may be focused on their relationships with their supervisors (Harvey & Martinko, 2009), it is logical to assume that they would place a greater emphasis on how their supervisors treat them compared to their coworkers.

In the second study, participants frequently reported that their entitled colleagues expected to be given promotions without putting in the required work. Research (e.g., Exline, Baumeister, Bushman, Campbell, & Finkel, 2004) supports the notion that entitled employees may be more likely to perceive violations of organizational justice due to their unrealistic expectations for accommodation and rewards. This exaggerated sense of unfairness suggests that they are harder to satisfy in the workplace leading to more counterproductive work behaviours directed towards the organization or supervisors as a result of not receiving desirable outcomes (Huseman, et al., 1987; Kickul & Lester, 2001; Spector & Fox, 2005; Zoogah, 2010).

Given that the sample in the current study was comprised of a majority of part-time workers who in some cases (e.g., as a result of only having part-time positions available to them), have lower organizational commitment (Maynard, Thorsteinson, & Parfyonova, 2006), it may be possible that the part-time proactive employees felt that they were not being appropriately consulted by their supervisor regarding whether the shift was assigned or not therefore their behaviour did not change in either scenario. Although there is less research that explores perceptions of justice and proactivity, proactive personality has been found to be positively related to procedural justice especially if there is high organizational commitment (Crawshaw, Van Dick, & Brodbeck, 2012). Other research (e.g., López-Cabarcos, Machado-Lopes-Sampaio-de

Pinho, & Vázquez-Rodríguez, 2015) suggests that employees will take more initiative and perform extra-role behaviours when they perceive more justice.

Why reward entitled employees?

With entitled employees reporting greater levels of counterproductive work behaviour it is counterintuitive that these employees would be rewarded. However, participants in Study 2 reported that entitled employees may be rewarded to avoid confrontations or to keep the workplace functional despite their problematic behaviour. Supervisors have been found to use conflict avoidance during layoffs when they felt that there was a chance that they could be blamed and retaliated against by those who were fired (Folger & Skarlicki, 1998). As supervisors try to minimize their own feelings of discomfort, they are likely impacting the other employees who must accept the decisions that were made. Supervisors may not be deliberately trying to cause problems in their teams, rather they may simply be uncomfortable with the likely fallout that comes from an entitled employee who may feel unfairly treated (Tjosvold, & Sun, 2002). Although conflict avoidance is generally viewed as an unproductive way to manage employees (de Dreu & Van de Vliert, 1997), it still seems to be a fairly common occurrence in organizations today. In Study 2, supervisors may have felt that it was in their best interest and to a lesser extent, the best interest of others in the workplace, to rely on the proactive employee's dedication to working hard and producing exceptional organizational results (Lyons & Bandura, 2016). If the proactive employee continues to take initiative and if they rarely engage in major forms of counterproductive work behaviour, then in the manager's opinion it may be beneficial to placate the entitled employee with a reward because the proactive employee may be more likely to work without receiving a reward.

Although there were supervisors who chose to give in to the entitled employee, there were supervisors who reported that they would only reward employees who were proactive. It is possible that some of these supervisors were trying to appear as though they have more control in their organizations than they actually do (Yukl & Falbe, 1990). Nevertheless, more supervisors did report that they would reward the proactive employee despite the potential backlash from entitled employees. By rewarding proactivity, the supervisor may be attempting to demonstrate to their employees that there is no tolerance for entitled behaviour and may be trying to maintain a culture of fairness. This is a positive outcome that should be encouraged because as shown by this research, there are still many instances of supervisors rewarding bad behaviour.

Entitled Employees and Organizational Citizenship Behaviours

It was expected that proactive behaviour would be the strongest predictor of organizational citizenship behaviour, given that research has demonstrated a clear link between proactive personality and the likelihood of engaging in extra-role behaviours such as helping new employees to get acquainted with the job (e.g., Frese, Kring, Soose, & Zempel, 1996; Li, et al., 2010). It was not expected that those high in entitlement would report high levels of organizational citizenship behaviour. Contrary to expectations, even though proactivity was related to organizational citizenship behaviours in the first study, the employee entitlement measure, particularly excessive self-regard, and trait entitlement had a stronger association. In the current research, the third sub-scale measure of employee entitlement (i.e., those who thought highly of themselves) was the strongest predictor of organizational citizenship behaviour regardless of reward. That an individual with high self-regard would be more likely to perform extra-role behaviours

for the organization or its employees is counterintuitive. However, an argument could be made that high self-regard may lead to a willingness to engage in these positive behaviours if they are perceived to be beneficial to the entitled employee.

Individuals who are high in entitlement may also display a component of narcissistic behaviour that relates to feelings of high self-esteem and greater instances of enhanced self-presentation (trying to appear in a more favourable light) (Credo, Lanier, Matherne, & Cox, 2016; Hart, Adams, Burton, & Tortoriello, 2017). According to Westerlaken et al. (2016) the excessive self-regard sub-scale is most related to the construct of narcissism (grandiose views of oneself or high self-importance) (Raskin & Hall, 1981). Indeed, entitled employees who also have high levels of narcissism have reported that they engage in more organizational citizenship behaviours as compared to those with lower levels of narcissism (Szalkowska, et al., 2015). Lee, Schwarz, Newman, and Legood (2017) showed that employees may engage in behaviours that are unethical but are helpful to the organization out of a desire to enhance their status within the organization and to secure desirable rewards. Research by Zeigler-Hill, (2006) has shown that when employees think highly of themselves and have high self-esteem, they will engage in positive or self-enhancing behaviours that fit this self-image to ensure that they receive the rewards that they think they should have. By doing or saying that they have done organizational citizenship behaviours they can promote social relationships in the workplace that help to advance their careers or their status (Hochwarter, Meurs, Perrewé, Royle, & Matherly, 2007; Yun, Takeuchi, & Liu, 2007).

It is also possible that the excessive self-regard component of employee entitlement may be related to a more “active” form of entitlement. This type of

entitlement found by Zemojtel-Piotrowska, Piotrowski, and Clinton (2016) refers to taking initiative in the workplace and is related to higher self-esteem and proactive behaviours. The relation between self-regard and active entitlement is supported by the finding in Study 1 that those who had excessive self-regard also reported that they were highly proactive. For these employees, engaging in organizational citizenship behaviours may align more closely with the notion of being valuable employees and so they may engage in them as a form of impression management (i.e., doing positive behaviours to appear more favourably, particularly to supervisors) (Bolino, Varela, Bande, & Turnley, 2006; Bolino & Turnley, 1999; Gardner, & Martinko, 1988). If they believe that by doing more of these behaviours they can be assigned to more prominent roles, they may be willing to do them or to pretend to do them to get noticed by their supervisors.

It can be argued that those who are engaging in impression management or self-enhancing behaviours may not want to engage in negative behaviours that damage their reputations. However, the results of both studies demonstrate that entitled employees may engage in both negative and positive behaviours. Yam, Klotz, He and Reynolds, (2017) found that when employees felt they had to engage in organizational citizenship behaviours (e.g., to gain rewards) they developed greater feelings of entitlement because they went above and beyond what was required of them. By behaving positively in some instances, they may have felt that it was acceptable to behave badly in other situations because they were so valuable to the organization.

Unexpectedly, entitled employees still seemed likely to perform organizational citizenship behaviour when not rewarded. In the first study, entitled participants who were not rewarded may have felt unfairly treated and may have thought that

organizational citizenship behaviours could secure rewards in the future (Zoogah, 2010). In Study 2, the participants were very similar in their assessments of how the two employees would behave if they were not rewarded. However, supervisors and employees differed in their perceptions of organizational citizenship behaviour for entitled employees. Interestingly, supervisors expected the entitled employee to engage in extra-role behaviours even if she was not rewarded. The fact that supervisors observe the good behaviours more than employees lends credence to the idea that the self-serving employee may use the positive behaviours as a way to secure more organizational outcomes since supervisors can administer rewards and high-profile tasks (Hochwarter, et al., 2007).

This interesting finding could be further explained by the expectancy theory of motivation (Vroom, 1964) that states that people are likely to make choices that they deem to be rational and appropriate for themselves in an attempt to get the best outcomes. In the context of entitlement, people may be motivated to engage in these positive behaviours because of their desire to achieve greater outcomes for themselves. According to the principle of equity sensitivity (Foote & Harmon, 2006), because those who are entitled prefer to be over-rewarded for their efforts and are more aware of being under-rewarded, it is also possible that they may use these positive behaviours in an attempt to be over-rewarded even if they have engaged in behaviours that do not merit rewards.

It is possible that those entitled employees who are focused on making themselves seem more positive, are typically not as nice as they appear to be (Davis, Thake, & Weekes, 2012). As shown in the current research, those who are entitled may be engaging in positive behaviours in order to appear more deserving of organizational

rewards. While these positive behaviours should be encouraged they are also expressed with negative behaviours. Indeed, the other employees should be taken into consideration as coworkers perceive those who are self-enhancing employees as pleasant and competent initially, but this is eventually replaced with feelings of apprehension or mistrust (Paulhus, 1998).

Trait Versus Situation-Specific Measures of Entitlement

Generally, the results of the current study suggest that trait entitlement was less accurate at predicting employee behaviour when participants were required to respond to workplace scenarios. The workplace entitlement scale, that emphasizes context as opposed to personality, seemed to be the strongest predictor of counterproductive work behaviour. By having a scenario that related to organizational outcomes and perceptions of rewards, it is possible that the aspects of entitlement captured by situation specific measures (i.e. accommodation at work, reward as a right, and self-focus) would be more related to organizational outcomes based on the scenario, relative to a global sense of entitlement (Fisk, 2010). In addition, excessive self-regard, a sub-scale of the employee entitlement scale, was found to be the strongest predictor of organizational citizenship behaviour.

Although it is possible that entitlement may be a state at work, the results of the current study suggest that it may be more of a trait activation (Tett & Burnett, 2003; Tett & Gutterman, 2000). Trait entitlement was strongly related to each of the situation-specific measures of entitlement in the current research, suggesting that the situation-specific measures may have been capturing trait entitlement that has been activated in a workplace context (Judge & Zapata, 2015; Tett & Gutterman, 2000). In addition, while a

situation specific measure was found to be the best predictor of organizational citizenship behaviour, this behaviour appeared to be predicted by more trait-like aspects of entitlement. The prediction of organizational citizenship behaviours by trait-like features of entitlement was emphasized by the behaviour of workplace entitlement in the regression, where it appeared to act as a suppressor variable. The workplace entitlement scale was not developed with trait-like features of entitlement (Greenberger et al., 2008; Huggins & Mantler, 2017) and so the fact that the workplace entitlement scale acts as a suppressor suggests that the features of entitlement that were not trait-like did not predict organizational citizenship behaviour. To know for certain whether entitlement at work is solely a result of organizational events, it has been proposed that research would need to explore the notion of creating entitlement by repeatedly giving undeserved rewards and praise (Fisk, 2010). This idea that state entitlement must be developed further suggests that the current study displayed trait activation of entitlement as opposed to state, as the sample in the first study was younger, are therefore more likely to be entry level (Wolbers, 2007) and may not have had the opportunity to develop a state of entitlement specific to the workplace.

Although the majority of entitlement research in the workplace assumes that entitlement is a global trait (e.g., Harvey & Martinko, 2009; Laird, Harvey, & Lancaster, 2015) the results of the current study suggest that it should be assessed with measures that are more context-specific, if we are in fact interested in predicting behaviour at work with more accuracy. Indeed, some researchers have begun to shift their attention to context-specific measures of entitlement (e.g., Fisk, 2010; Miller & Konopaske, 2014; Tomlinson, 2013; Zitek, Jordan, Monin, & Leach, 2010) and these measures place an

emphasis on the role of the organization in changing employee behaviour through rewards (Foote & Harmon, 2006; Oren, & Littman-Ovadia, 2013). This emphasis on expectations relating to the organization can be seen in the workplace entitlement scale that emphasizes accommodations at work, and in the employee entitlement scale that specifically mentions expecting rewards at work. These measures of entitlement were specific to the workplace and this may have enhanced their predictive ability (Jordan et al., 2017). While the current study suggests using the workplace entitlement scale for predicting counterproductive work behaviours, for another sample of workers who may be older or may be in full-time roles, their expectations from their workplace may be different (i.e., more promotions or career development) and the state measure of employee entitlement may be a more appropriate predictor of workplace outcomes (Naumann et al., 2002; O'Leary-Kelly, Rosen, & Hochwarter, 2017; Poehl & Cunningham, 2011).

Proactive Personality and Counterproductive Work Behaviour

In the first study, the results indicated that proactive employees would not engage in greater levels of counterproductive work behaviour if they were not rewarded. The research relating proactivity and counterproductive work behaviour or organizational deviance is very limited. Instead, researchers have focused on positive outcomes of proactive personality such as work engagement (Dikkers, Jansen, de Lange, Vinkenburgh, & Kooij, 2010) and career commitment (Vandenberghe, & Ok, 2013). Since proactivity is defined by positive tendencies of taking initiative, seeking out opportunities, and motivation to learn (Major, Turner, & Fletcher, 2006; Spitzmuller, Sin, Howe, & Fatima, 2015), those who score highly on this trait may be unwilling to work against their own

self-interest by acting negatively. Furthermore, Xie and Yan (2016) suggested that these types of employees may be more likely to try to cope with undesirable workplace situations with positive behaviours. Interestingly, participants in the second study (especially supervisors) reported that the proactive employee would engage in some of these counterproductive work behaviours. This surprising outcome was also suggested by Campbell (2000) who proposed that these employees may not be immune to engaging in counterproductive work behaviour likely due to increasing job demands and to remain competitive in their organizations.

In the current study proactivity was measured as a dispositional construct instead of a situational construct and this may contribute to the negative relation with counterproductive work behaviour. Parker, et al., (2006) proposed that proactivity should be measured in a more context-specific way to be able to predict when proactive behaviours may occur and how they can be produced in employees. By taking a more context-specific measure of proactivity in conjunction with a stronger scenario manipulation such that there was a very deliberate violation of procedural justice and distributive justice, there may have been a more discernible difference in employee behaviour following receipt or denial of rewards.

Limitations and Future Research

As is typical with all research, there are limitations in these studies that need to be acknowledged. It is possible that the lack of the effect of the manipulation was due to the way in which the scenario was written in such a way as to dampen the manipulation. Although scenario studies tend to increase external validity because of their realism (Aguinis & Bradley, 2014; Atzmüller & Steiner, 2010; Hughes & Huby, 2002; Lapatin,

et al., 2012), in the scenarios written for the present research, more context and a more substantial reward could have improved the sense of receiving special treatment. In the first study in particular, the reward may not have been strong enough – in the reward condition the manager agreed to giving day shifts but did not rule out the possibility of evening shifts. Future research should consider whether the rewards that are being provided are viewed favourably by employees, and should attempt to further tailor experimental rewards to what workers may be likely to get in their respective industries.

A second limitation of the current study was that although participants were recruited from an online source that has a diverse group of educated workers (Ross, Zaldivar, Irani, & Tomlinson, 2009) and that common method bias was reduced by using perspectives from two sources (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), the research was still cross-sectional in nature and therefore causal inferences should not be made. Furthermore, in this study, another concern was the self-report nature of entitlement. Typically, researchers are concerned with the problem of social desirability when relying solely on self-report measures. However, low scores on trait entitlement has not been associated with social desirability (Campbell et al., 2004). Although this may be the case, future research should attempt to eliminate some bias in the responses by aligning research questions with methods (Spector, 1994).

In the case of entitlement research and the role of the organization, it may be prudent to collect data from multiple sources and over longer periods of time in an attempt to answer questions in an appropriate manner. Additionally, to remedy the issue of lack of causality, random assignments to interventions in which supervisors are taught how to reward entitled employees without encouraging negative behaviour could be

conducted to determine whether entitlement can successfully be managed. Alternatively, future research could attempt to identify triads of employees, coworkers, and supervisors from the same teams and use experience sampling for a predetermined amount of time to get a sense of organizational events and how they affect the behaviour of the entitled employee and their relationships with those around them (McLean, Nakamura, & Csikszentmihalyi, 2017). Special attention should be paid to the types of rewards that are denied or received (i.e., are they very desirable or not) to determine whether the sense of entitlement changes over time and what types of behaviours are associated with the rewards.

A third limitation of this research was that there was no explicit measure of perceptions of fairness. Without understanding whether participants actually feel fairly or unfairly treated, it cannot be determined whether the reward was not strong enough or if rewarding the entitled employee does not actually reduce negative behaviours. Future research could include measures of justice and reward satisfaction in another scenario study, particularly distributive justice. This could aid in understanding whether the employees view the proposed rewards as valuable and how fair they perceive them to be.

Implications

The current research suggests that supervisors and employees are aware of the possible problems that come with working with highly entitled people. Based on this research, entitled employees may be engaging in greater levels of negative behaviours especially when their expectations are not met. Although the behaviour is relatively common, it appears as though supervisors are at times reluctant to properly address the behaviour. This in turn harms those proactive employees who are unfortunate enough to

be in a workplace where they have to compete for organizational resources with an entitled coworker. The research suggests that supervisors should manage problems with entitled employees as they occur instead of avoiding confrontation. Supervisors need to be trained to confidently assign rewards to employees who deserve them even in the face of backlash from those who may feel unfairly treated (Goldsmith, 2008). Furthermore, supervisors also need to be taught how to have difficult conversations in which they tell the entitled employee what they have done wrong instead of ignoring the problem or hoping that it may go away on its own (Farrell, 2015). During this conversation, supervisors may want to acknowledge the good behaviour that the employee has done, while still ensuring that they emphasize that the bad behaviour cannot be rewarded. One way in which supervisors can promote team functioning when there is an entitled employee, may be to assign the entitled employee to high-profile tasks that are not necessarily critical to the success of the organization but are meaningful to this employee. This assignment may help to minimize incidences of negative behaviour as the employee may feel that their work is in fact being appropriately recognized and rewarded.

The current research points to a troubling trend for those who are highly entitled to use positive behaviours in an attempt to secure more organizational outcomes. Supervisors may at first view this behaviour as inherently positive and may conflate the extra-role behaviours with authentic proactive behaviours. However, supervisors must also be taught to pay closer attention to *all* of the employees' behaviours as the negative actions are never far behind for a truly entitled person. Nonetheless, although the motives behind the positive behaviours may not be entirely altruistic in nature, they should still be recognized in an attempt to put the focus on work that actually benefits the organization.

Conclusion

This research set out to understand several perspectives on rewarding entitled and proactive employees. Overall these findings suggest that entitled employees are likely to behave in negative and positive ways in the organization regardless of reward whereas proactive employees are likely to engage in more positive behaviours overall. Generally, the issue of choosing which employee to reward seemed to be a common source of friction between coworkers and supervisors when entitled employees were given rewards. This was an important question given that entitled employees may not even be aware of how their behaviour impacts the workplace, while their front-line colleagues who may be proactive or hardworking, view entitled behaviour as creating a frustrating work environment. Supervisors of entitled employees may feel that their hands are tied in these situations and they may end up creating worse problems when they give entitled employees desired outcomes. Ultimately, the research suggests that rewarding employees, particularly entitled ones, can be a complicated task as supervisors must consider not only what the rewards are, but how to administer them in ways that are fair to all employees.

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Appendix A

Study 1- Recruitment Notice

Requester:	Joie Huggins	HIT Expiration Date:	May 29, 2017	Reward:	0.50
		Time Allotted:	30 minutes	HITs Available:	150

Description: The study is called *Understanding workplace attitudes towards rewards*. This study asks you to read a scenario about typical workplace experiences such as receiving a reward. You will be asked to answer questions based on the outcome of the scenario and you will be asked about your personality and your general workplace behaviours, followed by some general demographic information such as your age, and work experience. This study does not contain any risk to you as it is very similar to general experiences in the workplace and it asks about general behaviours and perceptions of rewards.

Keywords: Workplace, Employee, Reward, Survey, Behaviour

Qualifications Required: Part-time employee

Appendix B

Consent Information

Understanding workplace attitudes towards rewards

The purpose of this information is to ensure that you understand the purpose of this study and the nature of your involvement. Based on this information, you should be able to determine whether you wish to participate in this study.

This study has received clearance by the Carleton University Research Ethics Board–B (CUREB-B) (CUREB-B Clearance #106563). and this clearance expires on March 10, 2018.

Purpose and Task Requirements: This research seeks to understand how some personality factors (e.g., proactivity and entitlement) affect your perceptions of behaviours in the workplace. We are looking for responses from employees from a wide range of industries. You will be asked to respond to a scenario and you will also be asked about your workplace behaviours. Some demographic questions (e.g., age, gender) will also be asked. The questionnaire should take about 10 minutes. You will receive a \$.50 reward for participating in this survey.

Eligibility Requirements: You must be a part-time employee to participate.

Potential Risk or Discomfort: It is highly unlikely that participating in this research result in any discomfort. In the event that you experience any distress or anxiety while participating in this study, feel free to contact the Carleton University Health and Counselling Services at 613–520–6674 or the Distress Centre of Ottawa and Region at 613–238–3311 (<http://www.dcottawa.on.ca>).

Research Personnel: The following people are involved in this study and may be contacted anytime if you have questions or concerns: Joie Huggins (Investigator, Department of Psychology, Carleton University) joie.huggins@carleton.ca and Dr. Janet Mantler (Thesis Supervisor, Department of Psychology, Carleton University janet.mantler@carleton.ca)

Contact in case of concerns: Should you have any ethical concerns about this research, please contact Dr. Andy Adler (Chair, Carleton University Research Ethics Board-B (by phone: 613-520-2600 ext. 4085 or email: ethics@carleton.ca).

Anonymity/Confidentiality: Your participation in this study is strictly confidential. Your IP address will not be recorded. The researchers will have access to an identifier so that course credit can be assigned to you. The data will be removed from the Qualtrics server by August 2018 and stored on a password-protected computer at Carleton University. The anonymized data will be kept for future reference and will be used in academic publications and presentations.

We are using Qualtrics as our survey platform. Because the server for this study may be located in a country other than Canada, we cannot absolutely guarantee the full confidentiality and anonymity of your data. With your consent to participate in this study you acknowledge this.

Right to Withdraw: Your participation in this study is entirely voluntary. You have the right to not answer any questions or to withdraw at any time without explanation and without penalty. If you would like to withdraw once you have begun the survey, simply skip to the end to read the debriefing page. Your data will not be saved if you choose to leave the survey before your answers are submitted. Once you have submitted your responses, we won't be able to withdraw your responses because we will not include any personal identifiers with your data.

—

Agreement:

*I have read the above form and understand the conditions of my participation.
Please select “agree” to continue with the study or “quit survey” to withdraw from the study.*

Appendix C

Study 1-Understanding workplace attitudes towards rewards

Section:1 Scenario

Q3 Section 1: Please read the following scenario carefully and answer the questions that follow.

Imagine that at your workplace you and your colleagues have been getting many evening shifts. You know that you want to work during the days so that you can have the evenings and weekends free because many things you enjoy doing (e.g., TV shows, going out to dinner, going to the movies) happen during the evenings. Recently, you have been scheduled for several evenings and you ask your manager to give you more day shifts even though you said you were available at anytime. Your manager says "I know it's been tough for the department but I will schedule you for day shifts next week though I might need you for nights in the coming weeks." [I know it's been tough for the department but unfortunately, I need everyone to be available for nights in the coming weeks.]

Section 2: Responding to the scenario

Now that you have read the scenario, please answer the following questions.

How likely are you to do the following in the following weeks based on the decision that was made?

Section 2: Responding to the scenario

1. Now that you have read the scenario, please answer the following questions. How likely are you to do the following based on the scenario you just read?

The following questions are rated on the 5-point Likert scale:

Extremely unlikely	Somewhat unlikely	Neither likely nor unlikely	Somewhat likely	Extremely likely
1	2	3	4	5

2. Purposely waste your employer's materials/supplies.
3. Take time to advise, coach, or mentor a co-worker.
4. Complain about insignificant things at work.
5. Help a co-worker learn new skills or share job knowledge.
6. Tell people outside the job what a lousy place you work for.

7. Help new employees get oriented to the job.
8. Come to work late without permission.
9. Lend a compassionate ear when someone has a work problem.
10. Stay home from work and say you are sick when you are not.
11. Offer suggestions to improve how work is done.
12. Help a co-worker who had too much to do.
13. Insult someone about their job performance.
14. Volunteer for extra work assignments.
15. Make fun of someone's personal life.
16. Work weekends or other days off to complete a project or task.
17. Ignore someone at work.
18. Volunteer to attend meetings or work on committees on own time.
19. Start an argument with someone at work.
20. Give up meal and other breaks to complete work.
21. Insult or make fun of someone at work.

Section 3: Your work attitudes and experiences

Your work attitudes and experiences.

22. For this next section, please answer the following questions about your general workplace attitudes experiences, rather than in relation to the scenario you read earlier.

The following questions are rated on the 5-point Likert scale:

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1	2	3	4	5

23. Any organization should be grateful to have me as an employee.

24. I expect regular promotions.
25. Employers should accommodate my personal circumstances.
26. I expect to be able to take breaks whenever I want.
27. I deserve to be paid more than others.
28. It is my employer's responsibility to set goals for my career.
29. I believe I have exceptional skills and abilities.
30. I expect regular pay increases regardless of how the organization performs.
31. I should get a pay raise if I perform my job to a satisfactory level.
32. Employees should be rewarded for average performance.
33. I want to only work in roles that significantly influence the rest of the organization.
34. I deserve preferential treatment at work.
35. I should be able to take leave whenever it suits me.
36. I expect to be able to delegate tasks that I don't want to do.
37. I should have the right to demand work that is interesting to me.
38. It is the organization's fault if I don't perform my job requirements.
39. I only want to work in positions that are critical to the success of the organization.
40. I expect a raise every year.
41. A supervisor should let me rearrange my work deadlines if they interfere with my vacation plans.
42. A supervisor should be willing to meet with me at a time that works best for me, even if inconvenient for the supervisor.
43. I would think poorly of a supervisor who **didn't** respond quickly to a message I left him or her.
44. If I'm **not** happy with my evaluation from last year, the supervisor should reconsider their rating.

45. Supervisors often give me **worse** feedback than I deserve on my work.
46. Supervisors who **won't** let me change my schedule to a different time because of my personal plans (e.g. a concert or social outing that is important to me) are too mean.
47. If I have completed most of my workload assigned to me, I still deserve some recognition.

Section 4: Individual differences

Please answer the following questions about your personality:

The following questions are rated on the 5-point Likert scale:

Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
1	2	3	4	5

48. I honestly feel I'm just more deserving than others.
49. I am constantly on the lookout for new ways to improve my life.
50. Great things should come to me.
51. I feel driven to make a difference in my community, and maybe the world.
52. If I were on the Titanic, I would deserve to be on the first lifeboat!
53. I tend to let others take the initiative to start new projects.
54. I demand the best because I'm worth it.
55. Wherever I have been, I have been a powerful force for constructive change.
56. I do not necessarily deserve special treatment.
57. I enjoy facing and overcoming obstacles to my ideas.
58. I deserve more things in my life.
59. Nothing is more exciting than seeing my ideas turn into reality.
60. People like me deserve an extra break now and then.
61. If I see something I don't like, I fix it.

- 62. Things should go my way.
- 63. No matter what the odds, if I believe in something I will make it happen.
- 64. I feel entitled to more of everything.
- 65. I love being a champion for my ideas, even against others' opposition.
- 66. I excel at identifying opportunities.
- 67. I am always looking for better ways to do things.
- 68. If I believe in an idea, no obstacle will prevent me from making it happen.
- 69. I love to challenge the status quo.
- 70. When I have a problem, I tackle it head-on.
- 71. I am great at turning problems into opportunities.
- 72. I can spot a good opportunity long before others can.
- 73. If I see someone in trouble, I help out in anyway I can.

Section 5: Demographics

Now, you have reached the demographic section of the survey. Please answer the following questions.

- 74. What is your age?
- 75. What is your gender?
- 76. What industry do you work in?
- 77. For how many years have you worked in your current job?
- 78. How many hours per week do you work on average?

Appendix D

Debriefing

Understanding workplace attitudes towards rewards

What are we trying to learn in this research?

This study is the first known study to try to assess how entitled and proactive employees react to rewards. Entitlement can be described as a sense of deservingness regardless of input. It has become a concern among supervisors, but most evidence of employee entitlement and its effects in the workplace is anecdotal. The present research is the first step in understanding the attitudes and behaviours of entitled employees, especially regarding the connection between entitlement and negative workplace behaviour after being given or denied a reward. This research seeks to understand if there are differences in how entitled and proactive employees react to reward allocation. Proactivity is a positive trait and highly desired by supervisors compared to high levels of entitlement. Given this, it is possible that both types of employees may feel that they are deserving of rewards but the failure to get these rewards can create different responses from these employees. In future research, we will examine the hypothesis that entitled employees increase their sense of entitlement after rewards are given and whether managers actively or passively give rewards to their entitled employees and why this might occur. We are hoping to get a wide range of responses on the proactivity and entitlement measures so that we can eventually teach managers how to reward in a way that is fair to their employees.

Why is this important to scientists or the general public?

The outcome of this research and subsequent studies will be a more comprehensive understanding of what trait entitlement looks like especially in the workplace. It will also help us to understand if proactive employees do in fact engage in negative workplace behaviour when they do not get their way, as it is assumed that they would not engage in these behaviours. The larger body of research could aid supervisors in understanding these situational effects and may help them to eventually understand why an entitled employee may be a disruptive force. In addition, it can inform these managers on how to reward these employees so as to prevent the entitlement from increasing at work.

Where can I learn more?

This link is a guide to the current research in workplace entitlement.

[Entitled to solutions: The need for research on workplace entitlement](#)

This link explains popular thinking about the dangers of entitlement in the workplace.

[Zappos-Entitlement in the workplace](#)

Is there anything I can do if I found this experiment to be emotionally upsetting?

Yes. If you feel any distress or anxiety after participating in this study, please feel free to contact the Carleton University Health and Counselling Services at: 613-520-6674 or the Distress Centre of Ottawa and Region at 613-238-3311 (<http://www.dcottawa.on.ca>).

What if I have questions later?

For any questions and concerns about this experiment, please contact Joie Huggins (Investigator) Department of Psychology, Carleton University at joie.huggins@carleton.ca or Dr. Janet Mantler (co-investigator) Department of Psychology, Carleton University at janet_mantler@carleton.ca.

Should you have any ethical concerns about this research, please contact Dr. Andy Adler (Chair, Carleton University Research Ethics Board-B (by phone: 613-520-2600 ext. 4085 or email: ethics@carleton.ca).

This study has received clearance by the Carleton University Research Ethics Board-B (CUREB-B Clearance #106563).

Thank you for participating in this research!

Appendix E

Study 2-E-mail Recruitment Notice (Vincentian Managers)

Dear (Participant name)

My name is Joie Huggins and I am a graduate student in Organizational Psychology at Carleton University in Canada. As you might be aware, I am conducting a study at your organization. The study is called Managers' perceptions of reward allocation. In this research, we are interested in understanding how you think about rewarding different types of employees.

In this study, you will read a scenario in which a manager rewards an employee and you will be asked some questions about the scenario. The study will only take 10 minutes to complete. This study is a part of my Master's thesis and I would really appreciate your perspective on these managerial decisions.

There are no known risks associated with participating in this study. You will be asked about employee reactions to rewards and why managers may reward one employee over another.

To participate in the study, you must be a manager/supervisor of two or more people.

You will not be compensated for your participation.

If you have any questions, feel free to reply to this email or contact my thesis supervisor Dr. Janet Mantler at janet_mantler@carleton.ca.

Thank you for your time,

Joie Huggins

Researchers: Joie Huggins (Investigator, Department of Psychology, Carleton University); Dr. Janet Mantler (Thesis Supervisor, Department of Psychology, Carleton University)

Phone: 613-520-2600 ext. 4173

Email: joie.huggins@carleton.ca

Appendix F

Study 2- MTurk Recruitment Notice

Requester:	Joie Huggins	HIT Expiration Date:	April 30 th 2017	Reward:	0.50
		Time Allotted:	30 minutes	HITs Available:	300

Description: The study is called Perceptions of Reward Allocation. This study asks you to read a scenario about a typical workplace experience such as receiving a reward. You will be asked to answer questions based on the scenario and you will be asked about general workplace behaviours, followed by some general demographic information such as your age, and work experience. This study does not contain any risk to you as it is very similar to general experiences in the workplace and it asks about general behaviours and perceptions of rewards.

Keywords: Workplace, Manager, Reward, Survey, Behaviour

Qualifications Required: Full-time employee

Appendix G
Consent Information
MTurk
Managers' perceptions of reward allocation.

The purpose of this information is to ensure that you understand the purpose of this study and the nature of your involvement. Based on this information, you should be able to determine whether you wish to participate in this study.

This study has received clearance by the Carleton University Research Ethics Board–B (CUREB-B clearance #XXXXX) and this clearance expires on March 19, 2018.

Purpose and Task Requirements: This research seeks to understand how some personality factors (e.g., proactivity and entitlement) may impact the rewards that people receive. We are looking for responses from employees from a wide range of industries. You will be asked to respond to a scenario that details a reward decision by a manager and you will be asked to rate how you think employees might behave given the reward decision. Some demographic questions (e.g., age, tenure as a manager) will also be asked. The questionnaire should take about 10 minutes.

Eligibility Requirements: You must be a supervisor or manager (supervising two or more people).

Potential Risk or Discomfort: There is no known risk to you for participating in this research. It is highly unlikely that participating in this research result in any discomfort. In the event that you experience any distress or anxiety while participating in this study, feel free to explore the following resources. Talkspace is an online counselling service that allows you to have one-on-one sessions with a therapist. talkspace-online counselling and Forbes is a business oriented website that offers advice on the workplace, economics, and finance Managing difficult employees-forbes.

Research Personnel: The following people are involved in this study and may be contacted anytime if you have questions or concerns:
Joie Huggins (Investigator, Department of Psychology, Carleton University)
joie.huggins@carleton.ca and Dr. Janet Mantler (Thesis Supervisor, Department of Psychology, Carleton University janet_mantler@.carleton.ca)

Contact in case of concerns: Should you have any ethical concerns about this research, please contact Dr. Andy Adler (Chair, Carleton University Research Ethics Board-B (by phone: 613-520-2600 ext. 4085 or email: ethics@carleton.ca).

Anonymity/Confidentiality: Your participation in this study is strictly confidential. Your IP address will not be recorded. Your email address will be used to send a reminder to you. Once the reminder has been sent your email will be deleted. The data will be removed from the Qualtrics server that hosts the survey by August 2018 and stored on a

password-protected computer at Carleton University. The anonymized data will be kept for future reference and will be used in academic publications and presentations. We are using Qualtrics as our survey platform. Because the server for this study may be located in a country other than Canada, we cannot absolutely guarantee the full confidentiality and anonymity of your data. With your consent to participate in this study you acknowledge this.

Right to Withdraw: Your participation in this study is entirely voluntary. You have the right to not answer any questions or to withdraw at any time without explanation and without penalty. If you would like to withdraw once you have begun the survey, simply skip to the end to read the debriefing page. Your data will not be saved if you choose to leave the survey before your answers are submitted. Once you have submitted your responses, we won't be able to withdraw your responses because we will not include any personal identifiers with your data.

Agreement:

I have read the above form and understand the conditions of my participation. Please select "agree" to continue with the study or "quit survey" to withdraw from the study.

Appendix H
Consent Information
St. Vincent and the Grenadines
Managers' perceptions of reward allocation.

The purpose of this information is to ensure that you understand the purpose of this study and the nature of your involvement. Based on this information, you should be able to determine whether you wish to participate in this study.

This study has received clearance by the Carleton University Research Ethics Board–B (CUREB-B clearance #XXXXX) and this clearance expires on March 19, 2018.

Purpose and Task Requirements: This research seeks to understand how some personality factors (e.g., proactivity and entitlement) may impact the rewards that people receive. We are looking for responses from employees from a wide range of industries. You will be asked to respond to a scenario that details a reward decision by a manager and you will be asked to rate how you think employees might behave given the reward decision. Some demographic questions (e.g., age, tenure as a manager) will also be asked. The questionnaire should take about 10 minutes. A follow-up email will be sent to you to remind you to participate, if you have completed the study you may ignore the message.

Eligibility Requirements: You must be a supervisor or manager (supervising two or more people).

Potential Risk or Discomfort: There is no known risk to you for participating in this research. It is highly unlikely that participating in this research result in any discomfort. In the event that you experience any distress or anxiety while participating in this study, feel free to explore the following resources. Talkspace is an online counselling service that allows you to have one-on-one sessions with a therapist. [talkspace-online counselling](#) and Forbes is a business oriented website that offers advice on the workplace, economics, and finance [Managing difficult employees-forbes](#) .

Research Personnel: The following people are involved in this study and may be contacted anytime if you have questions or concerns: Joie Huggins (Investigator, Department of Psychology, Carleton University) joie.huggins@carleton.ca and Dr. Janet Mantler (Thesis Supervisor, Department of Psychology, Carleton University janet_mantler@carleton.ca)

Contact in case of concerns: Should you have any ethical concerns about this research, please contact Dr. Andy Adler (Chair, Carleton University Research Ethics Board-B (by phone: 613-520-2600 ext. 4085 or email: ethics@carleton.ca).

Anonymity/Confidentiality: Your participation in this study is strictly confidential. Your IP address will not be recorded. Your email address will be used to send a reminder to you. Once the reminder has been sent your email will be deleted. The data will be

removed from the Qualtrics server that hosts the survey by August 2018 and stored on a password-protected computer at Carleton University. The anonymized data will be kept for future reference and will be used in academic publications and presentations.

We are using Qualtrics as our survey platform. Because the server for this study may be located in a country other than Canada, we cannot absolutely guarantee the full confidentiality and anonymity of your data. With your consent to participate in this study you acknowledge this.

Right to Withdraw: Your participation in this study is entirely voluntary. You have the right to not answer any questions or to withdraw at any time without explanation and without penalty. If you would like to withdraw once you have begun the survey, simply skip to the end to read the debriefing page. Your data will not be saved if you choose to leave the survey before your answers are submitted. Once you have submitted your responses, we won't be able to withdraw your responses because we will not include any personal identifiers with your data.

— Agreement:

I have read the above form and understand the conditions of my participation.

Please select “agree” to continue with the study or “quit survey” to withdraw from the study.

Appendix I
Study 2- Perceptions of Reward Allocation

Scenario 1

Section 1: Please read the following scenario carefully and answer the questions that follow.

Lisa often gives good suggestions on how to improve work. She is engaged in the workplace and she tends to put in extra effort at work. She is determined to do her best and she often finds new tasks that contribute to the success of her team. She tends to seek out opportunities that help her professionally and help the organization. She believes in working hard and achieving results. She knows that she does good work and she believes that she should be rewarded for it. When Lisa receives negative feedback, she tries to improve her work and says that she could do better.

Nicki is also a competent employee but she often tries to get out of tasks that she does not want to do. She does not put in a lot of effort but she expects to be given the same rewards as others who work hard. She often complains about the work that she is assigned and will say that she is being treated unfairly if she does not get to work on special projects. She makes things difficult for her coworkers and manager when she leaves them to complete her tasks, or when she makes a scene about being more deserving of better treatment than they are. Nicki does not take negative feedback well and blames her coworkers for her failure.

A new high-profile task is coming up that both employees want. They are both able to do the job but this is a project that Nicki will complete because it is a special project. This means that work will flow smoothly because everyone can work on their own projects. Lisa will do a good job on other tasks if she doesn't get the project but she will likely feel unfairly treated since she works so hard but did not get rewarded. If Nicki doesn't get the project she will confront management and will make comments saying that she deserves the project more than Lisa. She will not do her other tasks well and other employees will have to pick up the slack. The manager gives the project to Nicki [Lisa].

Section 2: Scenario responses Please answer the following questions about the scenario you just read.

1. Why do you think the manager most likely gave the project to Nicki [Lisa]?

- To reward her for her behaviour
- To get the work done

- To avoid hearing complaints about the decision from senior management
- To avoid hearing complaints about the decision from the manager's other employees
- To keep the coworkers from having to do Nicki's work
- To reward the best employee
- To keep the peace
- To avoid having to deal with a grievance/the union
- Other (Please specify) _____

2. Who would you have given the project to?

- Nicki
- Lisa

3. Please **rank order** your decision from 1 (influenced your decision the most) to 8 (influenced your decision the least)

- _____ To reward her for her behaviour
- _____ To get the work done
- _____ To avoid hearing complaints about the decision from senior management
- _____ To avoid hearing complaints about the decision from your other employees
- _____ To keep the coworkers from having to do Nicki's work
- _____ To reward the best employee
- _____ To keep the peace
- _____ To avoid having to deal with a grievance/the union
- _____ Other

4. How comfortable would you be with your decision?

Extremely uncomfortable	Somewhat uncomfortable	Neither comfortable nor uncomfortable	Somewhat comfortable	Extremely comfortable
1	2	3	4	5

4 .Section 3: Employee Behaviour Given that Nicki[Lisa] got the project, how likely do you think Lisa/Nicki, *the other employee*, is to do the following based on the decision?

The following questions are rated on the 5-point Likert scale:

Extremely unlikely 1	Somewhat unlikely 2	Neither likely nor unlikely 3	Somewhat likely 4	Extremely likely 5
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5. Take time to advise, coach, or mentor a co-worker.
 6. Start an argument with someone at work.
 7. Purposely waste company materials/supplies.
 8. Stay at home and say she was sick when she wasn't.
 9. Help a co-worker learn new skills or share job knowledge.
 10. Complain about insignificant things at work.
 11. Help new employees get oriented to the new job.
 12. Tell people outside the job what a bad place she works for.
 13. Lend a compassionate ear when someone had a work problem.
 14. Offer suggestions to improve how work is done.
- How likely do you think Lisa [Nicki], the other employee, is to do the following?**
15. Come to work late without permission.
 16. Help a co-worker who has too much to do.
 17. Insult someone about their job performance.
 18. Volunteer for extra work assignments.
 19. Work weekends or other days off to complete a project or task.
 20. Make fun of someone's personal life.
 21. Volunteer to attend meetings or work on committees on own time.

22. Ignore someone at work.
23. Give up meals and other breaks to complete work.
24. Insult or make fun of someone at work.

Workplace experiences

25. Section 4: Workplace experiences. Please answer the following questions about your work experiences.

26. Have you ever dealt with a situation like this as a manager or employee?

Yes

No

27. How likely is this situation to happen in your workplace?

Extremely unlikely	Somewhat unlikely	Neither likely nor unlikely	Somewhat likely	Extremely likely
1	2	3	4	5

28. If you have experienced a similar situation, we would like to know more about what happened and the choices you made. Please write a few sentences to describe this experience.

29. Workplace entitlement refers to employees who feel that they should be rewarded even if they have done very little to earn the rewards. These employees may expect high levels of recognition and complain more loudly than others when they don't receive recognition. They often do the minimum amount of work or only the work that really interests them while expecting to be treated like star performers in the workplace.

In your opinion, what percentage of employees in your workplace display this type of behaviour?

Work Environment

Section 5: About your work environment Please answer the following questions about your own work environment

All responses in this section were made on the following 5-point Likert scale:

Strongly disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Strongly agree
1	2	3	4	5

30. In my workplace, issues that negatively affect me are ignored.
31. Workplace issues that negatively affect me are mishandled at my place of work.
32. In my workplace, I feel discouraged from raising issues that negatively affect me.
33. In my workplace, issues that negatively affect me are adequately resolved.
34. In my workplace, issues that negatively affect me happen repeatedly.
35. In my workplace, the way people respond to issues leads to more problems.
36. My work environment is harmful to my well-being.
37. In my workplace, health, safety, and well-being are valued.
38. In my workplace, issues that negatively affect me are continually present.
39. I experience a high dose of workplace issues that negatively affect me.
40. In my workplace, there is a tolerance for issues that negatively affect me – as though it's “just the way things are.”
41. My coworkers are reluctant to get involved in workplace issues that negatively affect me.
42. My employer is aware of workplace issues that negatively affect me.
43. I experience a toxic work environment.
44. Employees who act in entitled ways make my work environment toxic.

Demographics

Section 5: Demographics Please answer the following questions about yourself.

45. What is your age?

46. What is your gender?

47. Do you supervise two or more employees?

Yes

No

48. How many are your direct reports?

49. How many are your indirect reports?

50. Do you work in a union environment?

Yes

No

Appendix J
Debriefing
Perceptions of reward allocation.

What are we trying to learn in this research? This study is the first known study to try to assess how entitled and proactive employees react to rewards. Entitlement can be described as a sense of deservingness regardless of input. It has become a concern among supervisors and managers, but most evidence of employee entitlement and its effects in the workplace is anecdotal. The present research is the first step in understanding the attitudes and behaviours of entitled employees, especially regarding the connection between entitlement and negative workplace behaviour after being given or denied a reward. This research seeks to understand if there are differences in how entitled and proactive employees react to reward allocation. Proactivity is a positive trait and highly desired by supervisors compared to high levels of entitlement. Given this, it is possible that both types of employees may feel that they are deserving of rewards but the failure to get these rewards can create different responses from these employees. In future research, we will examine the hypothesis that entitled employees increase their sense of entitlement after rewards are given and whether managers actively or passively give rewards to their entitled employees and why this might occur. We are hoping to get a wide range of responses on the proactivity and entitlement measures so that we can eventually teach managers how to reward in a way that is fair to their employees.

Why is this important to scientists or the general public? The outcome of this research and subsequent studies will be a more comprehensive understanding of what trait entitlement looks like especially in the workplace. It will also help us to understand if proactive employees do in fact engage in negative workplace behaviour when they do not get their way, as it is assumed that they are often model employees who likely will not behave badly in the workplace. The larger body of research could aid supervisors in understanding reward allocation and may help them to eventually understand why an entitled employee may be disruptive to a workplace or if a proactive employee may also behave negatively when they are not rewarded. In addition, it can inform managers on how to reward these employees so as to prevent the entitlement from increasing at work.

Where can I learn more? This link is a guide to the current research in workplace entitlement. Entitled to solutions: The need for research on workplace entitlement .This link explains popular thinking about the dangers of entitlement in the workplace. Zappos-Entitlement in the workplace

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What if I have questions later? For any questions and concerns about this experiment, please contact Joie Huggins (Investigator) Department of Psychology, Carleton University at joie.huggins@carleton.ca or Dr. Janet Mantler (co-investigator) Department of Psychology, Carleton University at janet_mantler@carleton.ca. Should you have any ethical concerns about this research, please contact Dr. Andy Adler (Chair, Carleton University Research Ethics Board-B (by phone: 613-520-2600 ext. 4085 or email: ethics@carleton.ca). This study has received clearance by the Carleton University Research Ethics Board–B (CUREB-B clearance #106625).

Thank you for participating in this research