Thesis Title:

Being proactive when your coworkers are not happy: Exploring the moderating roles of proactive personality and self-control capacity.

ABSTRACT

Although previous studies suggested that daily negative moods at work lead to unfavorable outcomes, few studies have examined the effects of co-worker daily negative moods on employee behaviors. The focus of the present study is to identify the conditions under which co-worker negative moods can have beneficial and constructive effects on employees' pro-social and pro-organizational proactive behaviors (i.e., interpersonal citizenship behaviors [OCB-I] and promotive voice behaviors). According to the perspective of "wise proactivity" and integrative theory of self-control, the present study examines the moderating effects of employee proactive personality and self-control capacity on co-worker daily negative mood–proactive behavior relationship. In order to test the proposed model, the experience sampling method is applied to collect daily data from 62 employees employed across various industries and their coworkers across 10 working days (two weeks, totaling 620 paired daily surveys. The results of two-level hierarchical linear modeling analyses show that: (1) when employees are proactive, the relationships between co-worker daily negative mood and employee's OCB-I /promotive voice behavior are negative; however, these relationships become positive when employees are less proactive; and (2) when employees' self-control capacity is high, the relationships between co-worker daily negative mood and employee's OCB-I /promotive voice behavior are positive; however, these relationships become negative when employees' self-control capacity is low. Theoretical and practical implications are also discussed.

Keywords: co-worker daily negative moods, organizational citizenship behavior, voice behavior, self-control capacity, proactive personality

INTRODUCTION

For the last two decades, moods at work have been viewed as an important variable in the organizational behavior and human decision processes literature (Brief & Weiss, 2002; George, 2011; Ilies, Scott, & Judge, 2006; Miner & Glomb, 2010; Rothbard & Wilk, 2011; Dalal et al., 2009). Moods at work refer to affective experiences encountered by employees while at their workplace (Chi, Chang, & Huang, 2015). In the past decade, there has been a significant boost in the mood-related literature, especially in terms of proactivity (Grant & Ashford, 2008; Rank & Frese, 2008; Fritz & Sonnentag, 2009; Bindl et al., 2012; Wu et al., 2013; Cangiano et al., 2016; Lebel, 2017). Previous studies have found that employees' moods at work are important antecedents of their pro-organizational proactive behaviors, such as enhancing voice behaviors (LePine & Van Dyne, 1998, 2001), taking initiative (Frese & Fay, 2001; Fritz & Sonnentag, 2009), actively adapting to new environments (Ashford & Black, 1996; Kim, Cable, & Kim, 2005; Wanberg & Kammeyer-Mueller, 2000), and pro-social proactive behaviors, including helping behaviors and organizational citizenship behaviors (Kipnis & Schmidt, 1988).

However, in employees' daily work life, whether they engage in pro-organizational or pro-social proactive behaviors depends on both their own moods and their coworkers' moods (Liu et al., 2015). Specifically, employees typically "read the wind" to decide whether they want to take initiative within their current environment (Dutton, Ashford, O'Neill, Hayes, & Wierba, 1997), and thus coworkers' moods have become important social cues and information to consider before employees engage in proactive behaviors (Van Kleef, 2014). Thus far, only Liu et al. (2015) have explored how coworkers' positive moods influence employees' promotive voice. However, Liu et al. (2015) did not include coworkers' negative moods in their study. In addition, they tested the boundary conditions of the coworker positive moods-voice relationship by considering the importance of social context: they included relational moderators such as the quality of relationship and the social status between employees and coworkers in their study. However, it is plausible that employees' own personality traits may influence their reactions to coworkers' moods. Since negative mood states are naturally occurring and unavoidable daily experiences for employees, coworkers' negative moods influence employees' thoughts and reactions (Van Kleef, 2009); as such, it is important to explore whether employees with different personality traits would engage in pro-organizational or pro-social behaviors even if their coworkers are unhappy.

When coworkers experience negative moods, they are more reluctant to new ideas or initiating changes (Staw, Sandelands & Dutton, 1981). Also, when employees perceive that their coworkers as unhappy, they will view the interpersonal context as unfavorable for making suggestions or taking initiative (Liu et al. 2015). Therefore, it is necessary for employees to have stronger motivation and capacity to be proactive in such difficult social situations (Parker, Wang, & Liao, 2019). In Parker, Wang and Liao's (2019) review, they proposed three important factors that influence how employees pursue their proactive goals: (1) social and relational considerations (i.e., the social and relational context for engaging in proactive behaviors, such as coworkers' moods); (2) task and strategic considerations (i.e., how employees frame the change or choose the right proactive strategies, often determined by employees' proactive personality (Wu et al., 2013); and (3) self-regulation considerations (i.e., how employees' regulate their thoughts/resources to be more proactive, often determined by their self-control capacity (Muraven & Baumeister, 2000). In other words, whether employees engage in proactive behaviors when facing coworkers' negative moods can depend on their proactive personality as well as self-control capacity.

With an aim to contribute to the workplace moods literature in general, while particularly enhancing that on peer negative moods, the current study is focuses on the following two perspectives. First, the proactivity literature suggests that there are some conditions under which peers' negative moods can be a motivator for employees to speak up and engage into

pro-social (e.g., interpersonal citizenship behaviors, OCB-I) and pro-organizational (e.g., promotive voice behaviors) proactive behaviors. The "wise proactivity" concept helps to explain why employees' proactive personality and self-control capacity influence employees' proactive actions under unfavorable social/relational contexts (e.g., coworkers with highly negative moods) (Parker et al., 2019). Second, the literature on self-control suggests that individuals have to regulate their thoughts, emotions, and goal-directed behaviors in order to successfully cope with coworkers' negative moods and engage in proactive behaviors (Tice, Bratslavsky, & Baumeister, 2001). These processes are determined by individuals' self-control capacity (Lian, Yam, Ferris, & Brown, 2017). Individuals with a high self-control capacity can regulate own emotions, moods, exposure to emotions and moods felt by those around them, and in turn operate at a self-control capacity and decide whether to get engage in active behaviors (Muraven & Baumeister, 2000).

To add to the existing moods and proactivity literature, the present study intends to make the following two theoretical contributions. First, in contrast to previous studies that focus on employee mood–proactive behavior links (Barsade, 2002; Kelly & Barsade, 2001; George & Zhou, 2007; Glomb et al., 2011; Liu et al., 2015), the current study focuses on identifying the conditions under which co-worker negative moods can have beneficial and constructive effects on employees' pro-social and pro-organizational proactive behaviors (i.e., OCB-I and promotive voice). Specifically, the "wise proactivity" model proposed by Parker et al. (2019) is applied to theorize that employee proactivity can become a turning point in terms of the entrenched belief that co-worker negative moods must provoke employees to engage in negative behaviors. Second, employees' self-control capacity is considered as another possible moderator since employees with better self-control capacity can regulate negative emotions and inhibit negative thoughts when facing unfavorable interpersonal contexts (Grant & Ashford, 2008). By simultaneously testing these different moderators on the co-worker negative moods–proactive behaviors association, based on different theoretical perspectives, the present study clarifies when co-worker negative moods can increase employee proactive behaviors and lead to positive and efficient outcomes such as OCB-I and voice behaviors..

THEORY AND HYPOTHESES DEVELOPMENT

The Co-worker Moods and Employee Behaviors

While in the workplace, the experience of affects can be a socially shared process (Barsade 2002), which can create an affective climate in the organization, and in turn provoke or nudge employees into different types of behavior (Hochschild et al., 1983; Sutton, 1991). As such, perceptions regarding co-workers' moods influence employees' reactions to the current communication process, quality of current relationships and, most important, co-workers' receptivity of changes, including displays of proactive behaviors by employees. Based on the model of wise proactivity (Parker et al., 2019), co-worker moods are the indexes of the "social and relational considerations" component of the model, and peer moods influence the decision-making processes of employees: guiding them as they consider whether it is the right time to engage in proactive behaviors; whether these behaviors will be accepted by others; and whether they will be seen as efficient for employees and the organization (Van Kleef, 2014).

Co-worker moods have not received much attention within the affect literature, although positive peer moods were studied and examined (Liu et al., 2015). The present study is rooted in the belief that, in comparison to co-worker positive moods, negative moods can be a stronger marker that guides employees through their perceptions and understanding of the status quo, as negative affect persists in experiential memory for longer periods, and has a stronger influence on future decisions (Dasborough, 2006;).

Van Kleef (2009) theorized that individuals may interpret and perceive others' (e.g., coworkers) negative moods in different ways, depending on how they process the

meaning/information conveyed by these negative moods. Negative moods experienced by coworkers can either lead employees to careful consideration of the reasons of such negative moods, or simply activation of their own negative moods due to the emotional contagion associated with interacting with these coworkers (Van Kleef, 2014).

As elaborated on by Van Kleef (2014), when an employee is exposed to coworker negative expressions, employees may respond by engaging in either constructive or detrimental behaviors, depending on their motivations and capacity to interpret the information conveyed by such negative emotions. These assertions are also consistent with the perspective of "asymmetrical effects", which suggests that negative expressions can have both beneficial and harmful effects on employee thoughts and behaviors (Dasborough, 2006; Lindebaum & Jordan, 2014).

In sum, the current study argues that the effects of coworkers' negative moods on employees' behavioral reactions are determined by these employees' personality traits with respect to their proactive personality and self-control capacity. Predictions are elaborated on in following sections.

Co-worker Negative Moods and Proactive Behaviors: The Moderating Role of Employee Proactive Personality

As suggested by mood researchers, the effects of moods on employee behaviors are "context-dependent" (George & Zhou, 2002, 2007). That is, employees' responses to others' moods depend on how they interpret the information associated with those moods. Previous research results (Lindebaum & Jordan, 2014; Liu et al., 2015) serve as prerequisites for further study on whether co-worker moods can amplify tendencies of employees who engage in proactive behaviors; the present study is rooted in the belief that this linkage can be catalyzed by individual differences or external conditions, factors, and events.

Specifically, information associated with co-worker negative moods can be a signal of a need for changes, such as actions and behaviors to alter the moods, or even regarding a situation that is contributing to the undesirable mood states (George & Zhou, 2002, 2007). Based on the "wise proactivity" perspective (Parker et al., 2019), coworkers' negative moods are indicators of unfavorable social and relational contexts (e.g., my coworkers are not happy today), which might inhibit employees from engaging in proactive behaviors.

. In the proactivity literature (Bandura, 1977; Bateman & Crant, 1993; Jiang et al., 2016), a proactive personality has been defined as an individual tendency of reacting to and influencing environmental changes, such as revealing opportunities, as well as being active instead of passive when fostering the change. In contrast, less proactive people have been described as passive reactants to environmental stimuli, who are not keen on changing situations. Therefore, the degree of proactivity might help to determine how employees react to coworkers' negative moods. As proactive employees tend to focus on identifying opportunities for change regardless of the situational constraints (Jiang, Hu & Crant, 2016), they usually persist in efforts to engage in proactive behaviors, even when they find themselves in unfavorable situations (e.g., coworkers are in negative moods).

Belschak and Den Hartog (2010) have categorized proactive behaviors into three different dimensions based on their foci: (a) pro-social proactive behaviors (directed at individuals' work groups or coworkers, i.e. interpersonal organizational citizenship behaviors (OCB-I); (b) pro-organizational proactive behaviors (which focus on the organization, i.e. voice behaviors), and (c) pro-self proactive behaviors (aimed at furthering employees' own goals and interests). In the present study, the focus is on the pro-organizational and pro-social dimensions of proactive behaviors because they are beneficial for the organization itself or the social context within the organization.

OCB-I is applicable in the current research, as more proactive employees see the need and possess the intrinsic motivation required to engage in OCB-I when the social and relational

considerations are favorable and beneficial (Williams and Anderson, 1991; Parker et al., 2019).

As coworkers' negative moods often signify that these coworkers are in troublesome situations and need help, proactive employees will try to proactively provide their peers with assistance and support (i.e., OCB-I). However, for less proactive employees, co-worker negative moods will signify that the situational context is not in their favor and they will simply stay away from such unfavorable interpersonal situations, thereby reducing the opportunities of engaging OCB-I (Spitzmuller et al., 2015).

Based on the "wise proactivity" concept, as well as existing findings in the mood literature, the following hypothesis is proposed:

Hypothesis 1: Employee proactive personality moderates the relationship between daily coworkers' negative moods and employees' daily OCB-I: This relationship is positive for proactive employees but negative when employees are less proactive.

Studies on proactive behaviors (Van Dyne et al., 2003; Liang et al., 2012) define voice as one of the forms of proactive behavior, where promotive voice behavior is identified as expressions of suggestions of different directions and ways of amending, elevating and improving current work procedures and workflow practices to attain improved organization benefit and development (Le Pine & Van Dyne, 1998).

Proactive employees will view coworkers' negative moods as signals of a potential problematic situation for the organization, which motivate proactive employees to propose useful suggestions/solutions to support the organizational functions, i.e. display a promotive voice. As promotive voice is proposed to support current organizational functions/managerial decisions rather than oppose them (Liang et al., 2012), when coworkers experience negative moods due to organizational issues, speaking up in a promotive way will be more acceptable for these coworkers. As for less proactive employees, expressing voice behavior means to take charge and try to change the situation, which is in contract to the grounding description of less proactive personality people – those who are passive reactants to environmental stimuli and are not keen on changing situations (Jiang et al., 2016). Thus, less proactive employees are less likely to view coworkers' negative moods as signals for change or potential problems because they are passive to situational cues and information, thereby inhibiting their motivations to initiate changes via speaking up. Hence, the following is proposed:

Hypothesis 2: Employee proactive personality moderates the relationship between daily coworkers' negative moods and employees' daily promotive voice: This relationship is positive for proactive employees but negative when employees are less proactive.

Co-worker Negative Moods and Proactive Behaviors: The Moderating Role of Employee Self-Control Capacity

Self-control can be defined as individual's independent and conscious decision to keep moving on no matter what external obstacles (situational factors, norms or moods and behaviors of those around) or internal obstacles (impulses, desires and own moods) they may face (Vohs & Baumeister, 2016). Employees use not only external factors, but internal stimuli and techniques in order to control their mood influences, thus self-control capacity assists employees to carry on by adhering to their initial course of behaviors and actions (Hochschild, 1983).

As argued by Chi et al. (2015), employees' self-control capacity helps them to regulate reactions to external stimuli, namely by engaging in different types of behaviors. . Based on the wise-proactivity perspective (Parker et al., 2019), employees' proactive behaviors are also driven by their self-regulation considerations. Based on the wise-proactivity perspective and the self-control literature (Muraven & Baumeister, 2000; Tice et al., 2001), the current study proposes that coworkers' negative moods are signals of unfavorable social and relational

contexts, and thereby influence employees' thoughts and feelings (Van Kleef, 2009). To effectively cope with such adverse situations, employees have to exert self-control on their thoughts and reactions, leading employees to better effectively cope with the unfavorable situations by engaging in more proactive behaviors (i.e., OCB-I and promotive voice). Integrative theory of self-control looks at a person as a goal-directed system and explains how self-control capacity helps people to inhibit desires and aim to achieve higher order goals no matter what obstacles they face (Kotabe & Hofmann, 2015). Self-control motivations arise not only from internal stimuli such as desire and bodily needs, but also from social and inter-personal stimuli, such as interactions with co-workers and encountering different co-worker states of mind (Inzlicht & Legault, 2014). The "higher order goal" activation phase of self-control motivates employees to act according to their highly valued long-term outcomes (quality relationships with co-workers and the desire to be positioned as an honest and integrated employee, who can contribute to the company's well-being) as well as adhere to the social norms and expectations in the organizational context (Lian et al., 2017).

Based on the integrative theory of self-control, employees who observe negative coworker moods may in turn experience negative emotional reactions due to the emotional contagion process (Van Kleef, 2009), thereby leading to more dysfunctional responses (Van Kleef, 2014). However, employees with high self-control capacity are able to inhibit their negative feelings and reactions associated with coworkers' negative moods and regulate their behavior responses to pursue higher order goals (e.g., being a good coworker, maintaining interpersonal harmony in the workplace).

Specifically, the current study argues that employees with high self-control capacity are less likely to be influenced by their coworkers' negative moods since they can regulate their own emotions and thoughts caused by coworkers' negative moods, and their higher order goal is to maintain relationships with these coworkers (Muraven & Baumeister, 2000). Therefore, employees with a high self-control capacity are able to regulate their attention to focus on the problems/causes associated with coworkers' negative moods and allocate resources in order to control their behaviors and help the coworkers. When employees with low self-control capacity encounter negative moods from their co-workers, they are less likely to control their thoughts and behaviors and are more likely to be influenced by coworkers' negative moods (Chi et al., 2015). and are less likely to regulate themselves to engage in positive behaviors, such as OCB-I. Hence, the following is proposed:

Hypothesis 3: Employee self-control capacity moderates the relationship between daily coworkers' negative moods and employees' daily OCB-I: This relationship is positive for employees with high self-control capacity but negative when employees' self-control capacity is low.

Also, coworkers' negative moods are signals that they are in a problematic organizational situation. Thus, employees with a high self-control capacity are able to effectively allocate resources and set action plans to cope with potential problems that cause coworkers' negative moods, leading the former to propose additional suggestions that support the functions of the organization.

For employees with high self-control, "higher goal orientation" can mean pursuing the status of becoming a good employee, who can make significant contributions to the organization. "Higher goal orientation" in turn nudge employee to oversee troublesome issues arising from or causing co-worker negative moods, as well as provide suggestions for fixing or improving current work process, i.e. promotive voice behaviors (Lian et al., 2017). Based on emotional contagion perspective, employees might "catch" peer mood states, which in turn affects their judgements and decision on further actions. Employees with low self-control capacity are more vulnerable to coworker negative moods and more contagious to such moods comparing to those possessing high self-control capacity. Consequently, when affected by co-worker

negative moods, employees with low self-control capacity have to devote extra resources to suppress their negative feelings and control their behaviors, thereby depleting the remaining resources for engaging voice behaviors (Lin & Johnson, 2015). Therefore, the following hypothesis is proposed:

Hypothesis 4: Employee self-control capacity moderates the relationship between daily coworkers' negative moods and employees' daily promotive voice: This relationship is positive for employees with high self-control capacity but becomes negative when employees' self-control capacity is low.
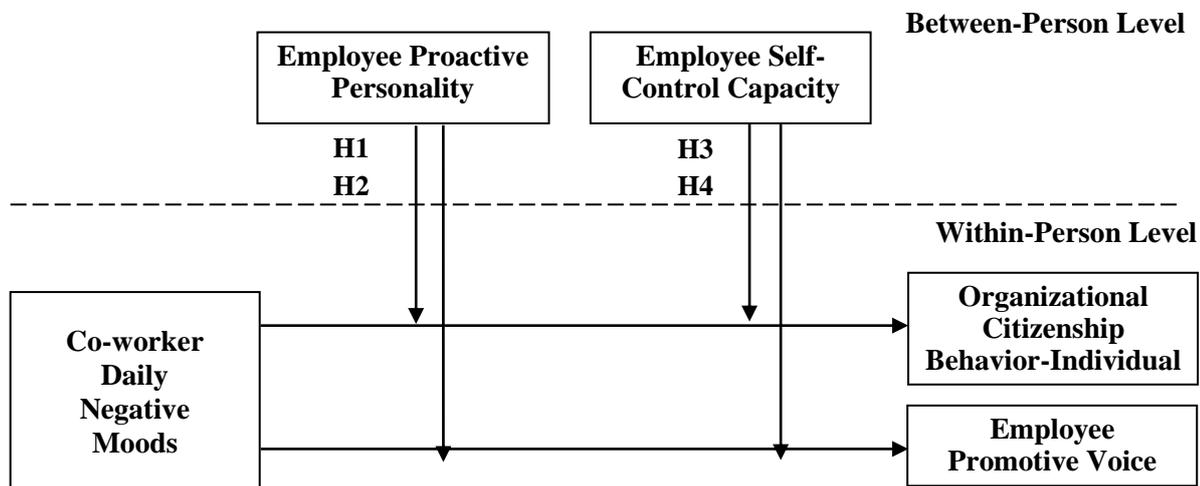

Figure 1. Conceptual model of the study

METHODS

Sample and procedures

In current study, 620 sets of matched paired (i.e., both employees and their coworkers provided daily responses) daily surveys from 62 employees from different organizations in Taiwan and Turkmenistan were obtained.

First, 100 employees with full-time jobs from various occupations/industries were invited to participate in daily surveys via personal connections. In total, 62 agreed to participate (response rate = 62%). To increase the generalizability of the present findings, employees from the public service (47%), education (31%), oil and gas (15%), airline (3%), and marketing and sales (4%) industries were recruited. In order to enhance the internal validity and avoid CMV issues related to self-reporting, data from different sources (employees and their co-workers) were collected at multiple points in time. First, each participant received an email that: introduced the study purpose and process and asked for their consent to participate in the study; after receiving their consent, requested that they complete a baseline survey on their demographic information, personality traits (i.e., proactive personality, self-control capacity, agreeableness and social desirability [control variables]); and asked them to provide the email address of a co-worker who had the opportunity to observe the participant interacting with other co-workers each day of the survey and was willing to complete the questionnaire on a daily basis. The chosen co-workers were asked to rate the employees' OCB-I and promotive voice behaviors.

An experience sampling method was chosen to collect the daily data regarding employees' daily moods and proactive behaviors. In the middle of a workday (i.e., between 11:00 AM and 12:00 PM), participants received an email or a short message (using smartphone software such as LINE or FACEBOOK) asking them to recall and report on their own and co-workers' positive and negative moods that morning including via a hyperlinked survey.

Furthermore, participant's chosen co-worker was asked to complete an afternoon survey distributed in the same way by the end of the workday (around 5:00 before the end of workday). The co-workers were asked to rate each participant's proactive behaviors (OCB-I and promotive voice behavior). The data were collected over 10 working days (two subsequent weeks); a two-week period is considered to be a generalizable time frame to capture information on individuals' daily lives, because it provides an opportunity to capture stable pattern of daily moods and behaviors (Dimotakis et al., 2011; Wheeler & Reis, 1991), and it has been employed in previous similar studies (e.g., Wang et al., 2011; Chi et al., 2015). Employees who completed the surveys for the duration of the study received a gift worth NTD 500.00 (around 17.00 USD).

In total, 620 valid sets of matched morning and afternoon surveys were submitted by the 62 participants and their co-workers. Sample employee gender was almost equal: male (51.6%) and female (48.4%); they ranged from 19 to 64 years old (M = 35.94; SD = 8.8), and had been employed at their organization for an average of nine years (SD = 8.60).

Measures

In the current study, Brislin's (1980) method was followed: the original version of the questionnaire was translated into Chinese and Russian. Bilingual experts then translated back from Chinese/Russian to English. Finally, the translation was reviewed by the authors for appropriateness.

Daily coworkers' negative moods were measured using three items from Foldes, Vinson, and Muros' (2007) six-item scale (i.e., anger, anxiety and irritation). The respondents were asked to recall and evaluate their co-worker's negative moods that morning, since the data were collected in the middle of the workday. The Cronbach's alpha for daily coworkers' negative moods across the 10 days were .84.

Proactive personality

The participants were asked to provide self-rated measurements on proactive personality using a shortened version of Bateman and Crant's (1993) Proactive Personality Scale. The scale consisted of 10 items (anchors 1 = Strongly disagree to 7 = Strongly agree). Sample items include: "If I see something I don't like, I fix it," and "If I believe in an idea, no obstacle will prevent me from making it happen." The Cronbach's alpha for proactive personality was .89.

Self-control

To measure the self-control capacity of employees in the baseline survey, four items from the "impulse control" dimension of the self-control capacity scale were used. In Ferrari et al.'s (2009) study, they found that after conducting a factor analysis on Tangney, Baumeister & Boone's (2004) brief self-control measure (13 items), the four positively worded items made up the "impulse control" factor, while the nine negatively worded items were grouped into another factor: "general self-discipline". Ferrari et al. (2009) also discussed that impulse control is more related to control over impulsive counter-productive behaviors, and thus is more appropriate for the current study. Therefore, the present study used the impulse control dimension of the self-control capacity dimension, because this dimension is more strongly and positively related to individuals' behavioral control than the other dimension (Ferrari et al., 2009) and linked to other positive characteristics, such as trait hope (Ferrari et al., 2012). Employees were asked to rate themselves on a 5-point Likert scale regarding certain abilities (1 = Not at all, 5 = Very much). Sample items included: "I am good at resisting temptation," and "I refuse things that are bad for me." The Cronbach's alpha for this scale was .62, which is similar to Ferrari et al.'s (2009) findings (alpha = .69) and might have been caused by the small number of items with low inter-item correlations (Cortina, 1993).

Daily OCB-I

Co-workers were asked to rate participants' OCB-I using two items from Glomb, Bhave, Miner, and Wall's (2011) scale (using a 5-point Likert scale from 1 = Never to 5 = Almost

always). Sample items include whether the respondent "Volunteered to do things to help out," and "Helped someone inside/outside of my work group." The Cronbach's alpha for daily OCB-I was .86.

Daily Voice behavior

To measure employees' promotive voice behaviors, their co-workers were asked to rate participants based on Liang et al.'s (2012) five item scale (using a 5-point Likert scale (from 1 = Never to 5 = Almost always)). Sample items include: "Proactively develop and make suggestions for issues that may influence the unit," and "Raise questions to improve the unit's working procedure." The Cronbach's alpha for promotive voice behavior was .96.

Control variables

Several control variables were included in the questionnaire to exclude any potential alternative explanations. At the between-person level, controlled for employees' gender (1 = male; 2 = female), since gender can influence the relationships between daily moods and work behaviors (Scott & Barnes, 2011); and agreeableness, as a tendency to aim for harmonious relationships with others (Graziano & Tobin, 2009) can influence employees' resistance regarding acting in a certain way to please co-workers. Agreeableness was measured using Saucier's (1994) Mini-Marker scale, including eight adjectives; the response scale ranged from 1 = Strongly disagree to 5 = Strongly agree. The Cronbach alpha for agreeableness was .70.

In addition, Wang et al. (2011) suggested that tenure affects employees' experience and knowledge of how to deal with various situations. As such, tenure might also influence employees' tendency to engage in proactive behaviors performance outcomes. Moreover, in order to control for socially desirable and biased answers, employees' social desirability was measured using five negatively worded items from Strahan and Gerbasi's (1972) scale using a true/false anchor, where scores ranged from 0 to 5, with higher scores indicating a higher level of social desirability. At the within-person level, also controlled for employees' own moods (both positive and negative) and co-worker positive moods using Bono, Foldes, Vinson, and Muros' (2007) six-item scale: three items measuring positive mood (i.e., happiness, enthusiasm and optimism) and three items measuring negative mood (i.e., anger, anxiety and irritation), rated by employees on a 5-point scale pertaining to "how they feel daily", where: 1 = Not at all, 5 = An intense amount). The respondents were asked to recall and evaluate on their own positive and negative and their co-worker's positive moods that morning, since the data were collected in the middle of the workday.

Finally, interactions were included (i.e., proactive personality and co-worker daily negative mood, self-control and co-worker daily negative mood) in the statistical analyses when predicting employees' proactive behaviors.

Data analysis

Hierarchical linear modeling (HLM; Bryk & Raudenbush, 1992) analyses were conducted to examine the proposed hypotheses. Enders and Tofighi's (2007) suggestions were followed for centering the Level-1 and Level-2 predictors. For analyses focused on cross-level moderation, the Level-1 predictors were group-mean centered (i.e., co-worker daily negative mood). In addition, in order to partial out the main effects of the Level-2 predictors, these predictors were grand-mean centered.

RESULTS

The means, standard deviations, reliabilities, and correlations among the study variables are presented in Tables 1.

Table 1: Descriptives and Correlations

Variables	M	SD	1	2	3	4	5	6	7
Level-1 Variables									
1. Employee daily positive moods	3.56	.67	(.89)						
2. Employee daily negative moods	1.91	.69	-.45**	(.82)					
3. Co-worker daily positive moods	3.60	.51	.69**	-.32*	(.88)				
4. Co-worker daily negative moods	1.83	.59	-.21	.61**	.45**	(.84)			
5. OCB-I	3.71	.79	.07	.02	.04	-.08	(.86)		
6. Promotive voice	3.21	.93	.16	-.12	.07	-.03	.70**	(.96)	
Level-2 Variables									
1. Gender	1.48	.50	–						
2. Age	35.94	8.90	-.17	–					
3. Tenure	9.80	8.66	-.13	.71**	–				
4. Social desirability	.65	.28	-.03	.10	.01	(.61)			
5. Agreeableness	3.19	.35	-.19	-.01	-.06	.28*	(.69)		
6. Self-control capacity	3.10	.57	-.21	.03	-.10	.31*	.52**	(.62)	
7. Proactive personality	5.06	.89	-.18	.20	.12	-.06	.18	-.13	(.89)

Notes: * $p < .05$; ** $p < .01$ (two-tailed). Level-1 N = 620, Level-2 N = 62.

Cronbach's alpha coefficients are presented in boldface on the main diagonal.

Multilevel confirmatory factor analysis for the measurement model

As present study model is multilevel in nature, a multilevel confirmatory factor analysis (MCFA) was performed by simultaneously specifying the within-person level (i.e., six variables: employees' positive and negative moods, coworkers' positive and negative moods, OCB, and promotive voice) as well as between-person level variables (i.e., three variables:

proactive personality, self-control capacity, and agreeableness) using Mplus 6.12 version software. The MCFA results indicate that the proposed 9-factor model (i.e.,$\chi2$ [598] = 1113.83, CFI = .90, TLI = .89, RMSEA = .05, SRMR = .01) fit the data better than the 8-factor model (i.e., where OCB and promotive voice were combined into one factor; $\chi2$ [603] = 1270.61, CFI = .87, TLI = .86, RMSEA = .06, SRMR = .02) and the 7-factor model (i.e., where employee/coworker positive moods were combined into one factor, and employee/coworker negative moods were combined into another one; $\chi2$ [607] = 1719.60, CFI = .79, TLI = .77, RMSEA = .08, SRMR = .03). Furthermore, the confidence intervals (CIs) (of plus or minus two standard errors around the correlations among the study variables) did not include 1.0, suggesting that the study obtained evidence for discriminant validity (Anderson & Gerbing, 1988).

Hypothesis Testing

Table 2: Results of HLM on OCB-I and Promotive Voice

Independent variable	OCB-I		Promotive Voice	
	Model 1	**Model 2**	**Model 3**	**Model 4**
Level 1: Within-person				
Intercept	3.71 (.09)	3.71 (.10)	3.21 (.11)	3.21(.11)
Employee daily positive moods	-.02 (.04)	-.03 (.05)	.05 (.04)	.03 (.04)
Employee daily negative moods	-.01 (.04)	-.03 (.04)	.02 (.04)	.01 (.04)
Co-worker daily positive moods (CPA)	.04 (.04)	.04 (.05)	-.06 (.05)	-.07 (.04)
Co-worker daily negative moods (CNA)	.04 (.05)	.02 (.04)	-.01 (.05)	-.01 (.04)
Level 2: Between-person				
Gender	.39 (.19)	.40 (.19)	.28 (.23)	.29 (.23)
Age	.01 (.01)	.01 (.01)	.01 (.02)	.01 (.02)
Tenure	.00 (.02)	.00 (.02)	.01 (.02)	.01 (.02)
Social desirability	.25 (.26)	.24 (.26)	.13 (.39)	.13 (.39)
Agreeableness	.30 (.21)	.31 (.21)	.32 (.33)	.33 (.33)
Proactive personality (PRA)	-.10 (.12)	-.10 (.12)	-.06 (.16)	-.06 (.16)
Self-control capacity (SC)	.12 (.14)	.12 (.14)	.00 (.22)	.01 (.22)
Cross-level interactions				
PRA*CNA		-.15** (.04)		-.17**(.04)
SC*CNA		.18* (.07)		.16**(.05)

Note 1: *$p < .05$; **$p < .01$ (two-tailed). Level-1 N = 620; Level-2 N = 62

Note 2: All level 1 predictors were group-mean centered.

Note 3: The significance of the cross-level interactions was not changed when they were included in the model separately, or the control variables were included/excluded.

The results of the two-level (i.e., within-person and between-person) HLM analyses are reported in Table 2. As shown in Models 1 and 3 of Table 2, after controlling for the effects of the Level-1 and Level-2 control variables, employees' proactive personality significantly and negatively moderated the relationship between co-workers' daily negative mood and employee OCB-I (γ = -.15, p < .01), as well as the relationship between co-workers' daily negative mood and employees' promotive voice (γ = -.17, p < .01). Based on Preacher, Curran, and Bauer's (2006) approach, the relationship between coworkers' negative moods and OCB-I/promotive voice under high (+1 standard deviation) and low (-1 standard deviation) levels of proactive personality (see Figures 2 and 3) have been plotted. When employees are high in proactive personality, coworkers' negative moods show a slightly negative relationship with OCB-I (simple slope = -.11, p = .08); however, this relationship becomes positive when

proactive personality is low (simple slope = .20, p < .01). As these patterns were beyond expectations, Hypothesis 1 was not supported.

In terms of Hypothesis 2, Figure 3 shows that coworkers' negative moods were negatively related to promotive voice when employees' were high in proactive personality (simple slope = -.17, p < .01). Again, this relationship became positive for less proactive employees (simple slope = .16, p = .01). As such, hypothesis 2 was also not supported. Possible explanations for these unexpected findings are elaborated on in the Discussion section.
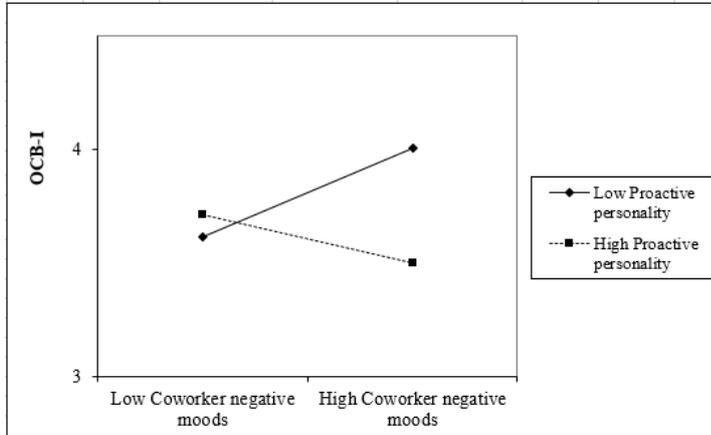
Figure 2: The cross-level interaction of Level-2 employee proactive personality on Level-1 co-worker daily negative moods-organizational citizenship behavior (OCB-I) relationship
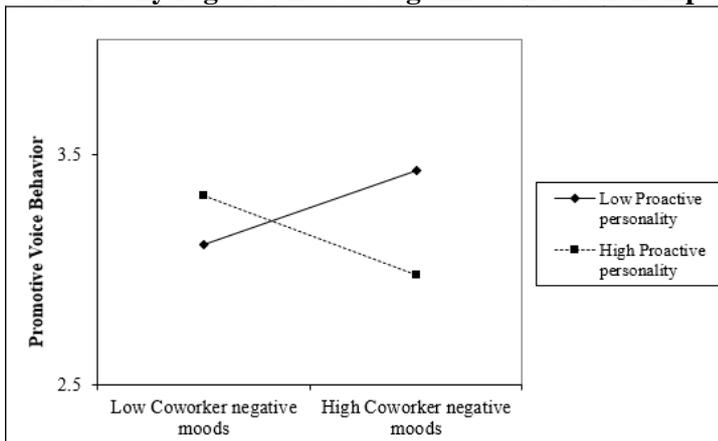

Figure 3: The cross-level interaction of Level-2 employee proactive personality on Level-1 co-worker daily negative moods-promotive voice behavior relationship

As presented in Models 2 and 4 of Table 2 and visualized in Figure 4, employee self-control capacity only positively moderated the relationship between co-worker daily negative moods and OCB-I (γ = .18, p < .01). When employees are high in self-control capacity, coworkers' negative moods have a positive relationship with OCB-I (simple slope = .22, p = .00). But this relationship becomes negative when employees' self-control capacity is low (simple slope = -.16, p = .01). As the patterns correspond with expectations, Hypothesis 3 was supported. Finally, as shown in Models 2 and 4 of Table 2, employees' self-control capacity only positively moderated the relationship between co-workers' daily negative moods and employees' promotive voice behavior (γ = .16, p < .01). In terms of Hypothesis 4, Figure 5 shows that coworkers' negative moods were positively related to promotive voice when employees were high in self-control capacity (simple slope = -.17, p < .01). Again, this relationship became negative for employees with low self-control capacity (simple slope = -.23, p = 0.00). Thus, Hypotheses 3 and 4 were supported.
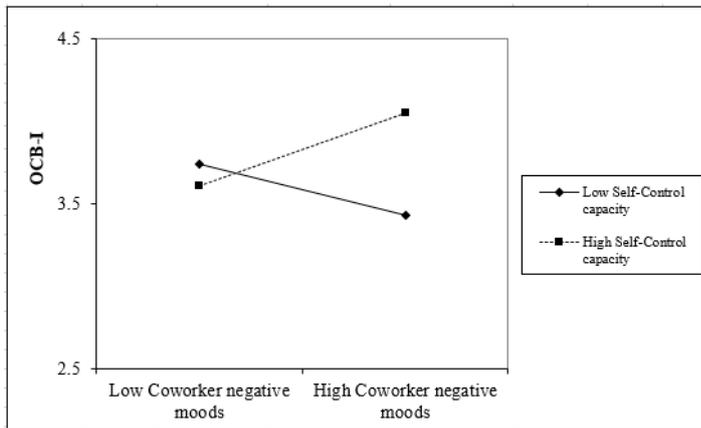
Figure 4: The cross-level interaction of Level-2 employee self-control capacity on Level-1 co-worker daily negative moods-organizational citizenship behavior (OCB-I)
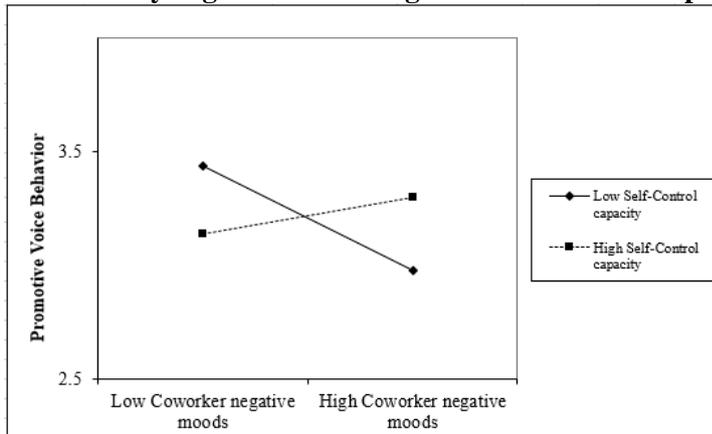

Figure 5: The cross-level interaction of Level-2 employee self-control capacity on Level-1 co-worker daily negative moods- promotive voice behavior relationship

DISCUSSION

Theoretical implications

The current study advances the existing workplace moods and proactive behaviors literature in several ways. After taking the main sources of proactive behaviors into consideration (i.e., employees' moods and agreeableness), it turned out that co-worker daily negative moods indeed increase OCB-I and promotive voice behaviors, but only when employees are low in proactive personality and high in self-control capacity.

It is interesting that the obtained results show that employees high in proactivity tend to withhold from engaging in proactive behaviors, in contrast to expectations. It is plausible that such a controversial result is due to the difficulty of dealing with negative interpersonal interactions for proactive employees. Similarly to findings by Baba et al. (2009), the results show that when employees with high proactive personality experience emotional exhaustion (here: coworker daily negative moods), they tend to withhold from engaging in proactive behaviors as a means of preventing them from wasting their own resources when the outcomes of and reception of such proactive actions is uncertain. When employees high in proactivity encounter unfavorable interpersonal situations (co-workers are not happy or interpersonal conflict is apparent), they experience tension and stress as they are more sensitive to interpersonal interactions; thus, it is not easy for them to handle situations where interpersonal conflicts are unavoidable (Harvey et al., 2006). Additionally, studies by Parker & Sprigg (1999) and Fuller et al. (2010) provide evidence that employees with high proactive personalities who have low autonomy in terms of work processes also withhold from proactive behaviors, as such environments hold them back from utilizing their abilities. These help to explain the current findings, i.e. coworker daily negative moods create a feeling of

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lack of control over the situation, as coworker moods are something proactive employees are not able to influence or suddenly change.

Also, the current findings can be explained by the concept of "wise proactivity", such as when employees high in proactivity tend to evaluate a current situation's favorableness (Parker et al., 2019). As mentioned earlier, Parker et al.'s (2019) "wise proactivity" perspective elaborates on how coworkers' negative moods work as indicators of unfavorable social and relational contexts, and in the case of co-worker negative moods, inhibit employees from engaging in proactive behaviors, as such behaviors could deplete resources without bringing the desired beneficial outcomes.

On the other hand, employees with high self-control capacity tend to show proactive behaviors even when experiencing co-worker negative moods on a regular basis, which supports some of the hypotheses. The current study proposes that co-worker negative moods work as a call for action or inaction depending on situational factors as well as individual differences (such as personality traits: proactivity and self-control capacity). Employees' self-control capacity comes into action when required: when feelings or behaviors require adjustment. Employees utilize such adjustments to achieve the best outcomes for themselves and their organizations (Muraven & Baumeister, 2000). Kotabe and Hofmann's (2015) integrative self-control theory considers employees as a goal-directed system, which supports findings related to Hypotheses 3 and 4, as it elaborates on the mechanism of self-control capacity's influence over persistence to achieve higher order goals that thwart difficulties and obstacles.

The present study's main theoretical contribution suggests that co-worker moods play a crucial role in terms of employee behavior and even performance Also, the current study's focus on testing different conditions under which co-worker negative moods can have effects on employee's OCB-I and promotive voice: self-control capacity and proactive personality; as well as theorizing mechanisms considered: "wise proactivity" model (Parker et al., 2019) and integrative theory of self-control (Kotabe & Hofmann, 2015) give a new perspective on moderating effects in negative moods – proactive behaviors relationships.

Practical Implications

The current research findings suggest several implications for organizations in how management can adjust to govern employees' proactive behaviors (OCB-I and promotive voice) in terms of the overall moods of employee negativity. First, the findings show that employees who possess a high self-control capacity, while experiencing co-worker negative moods within a workday, engage in more promotive voice and OCB-I behaviors. These supervisors should pay attention to overall employee mood states and create a more favorable atmosphere in order to support employees and discover the sources of the negative moods, which could also affect organization functions.

In certain occupations or industries (those associated with high responsibility, long working hours, poor working conditions, unhealthy work environments and time pressure, such as police officers, medical employees, oil and gas workers, stock brokers), employees tend to face high levels of pressure at work , which can results in negative moods. For such occupations, managers can try to recruit more employees with high self-control capacity, as they tend to control own vulnerability to negative and stressful environments as well as develop high stress resistance; in turn, they tend to perform better and express promotive behaviors even when co-workers are not happy.

Alternatively, although previous studies found that proactive employees tend to engage in more proactive behaviors in general, current research has found evidence that less proactive employees can deal with coworkers' negative moods more effectively, as they tend not to be sensitive to peer affective states and other external negative stimuli.

Limitations and Future Research

There are few limitations of the current findings. First, although the data collection procedure includes both independent and dependent variables from different sources (i.e., employee/coworker ratings) at different time points, some data were collected via employee self-reports. This issue was attempted to be dealt with in the following ways: (a) controlled for employees' social desirability in order to avoid socially desirable responses from respondents (Podsakoff & Organ, 1986); (b) collected data on agreeableness, which could help to determine whether employees tend to behave in a certain way, which is more likely to be accepted by colleagues in order to establish friendly relationships with peers (Graziano & Tobin, 2009); and (c) centered the scores of predictors using the person-mean centering approach, which helps to reduce problems caused by personal response tendencies (Ilies et al., 2006).

Second, co-worker moods data were collected solely from the respondents. Future research could consider controlling the data with respect to employees' affectivity and contagiousness with co-worker states and behaviors. Third, the data on employee behaviors within each workday were collected at the end of each workday; it is possible that co-workers could not clearly recall all the behaviors and patterns by the end of the workday, especially if the behaviors occurred during the morning. Although this approach is a common approach in the daily mood studies (e.g., Chi et al., 2015; Glomb et al., 2011; Dimotakis et al., 2011), it also introduces a bias in retrospective measures of moods and behaviors. Future researchers can employ the event-contingent experience sampling method (i.e., once employees perceive their coworkers are not happy, they fill the questionnaires immediately) to test proposed by current research paper model again.

In order to extend the findings, future researchers can consider other possible moderators (e.g.emotional intelligence), in order to have stronger evidence of the effect of the moderators considered in the current study: proactive personality and self-control capacity. Additionally, possible mediators could be included into current study (size of a team and team members' interdependence, motivational construct - such as proactive motivation). Physical setting of the office could be considered by future researchers (it might have influence on the level of interaction between employees and affect the reported results on the moods and proactive behaviors of employees).

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