

## Appendix

| Variable                          | ID    | Measurement                                                                   | Source                                                                                                                                                                                           |
|-----------------------------------|-------|-------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Social Media<br/>Ostracism</b> | SMO1  | My friends ignore me on enterprise social media                               | Ali A, Wang H, Gong M, Mehmood K. Conservation of resources theory perspective of social media ostracism influence on lurking intentions. Behaviour & Information Technology. 2024;43(1):212-29. |
|                                   | SMO2  | My connection goes offline when I use enterprise social media                 |                                                                                                                                                                                                  |
|                                   | SMO3  | My greeting goes unanswered on enterprise social media                        |                                                                                                                                                                                                  |
|                                   | SMO4  | I involuntarily feel alone on enterprise social media                         |                                                                                                                                                                                                  |
|                                   | SMO5  | My social media connection avoid me on enterprise social media                |                                                                                                                                                                                                  |
|                                   | SMO6  | I noticed my friends would not look at my posts on enterprise social media    |                                                                                                                                                                                                  |
|                                   | SMO7  | My friends on enterprise social media shut me out of the conversation         |                                                                                                                                                                                                  |
|                                   | SMO8  | My enterprise social media friends refused to talk with me                    |                                                                                                                                                                                                  |
|                                   | SMO9  | My friends on enterprise social media treat me as if I am not online          |                                                                                                                                                                                                  |
|                                   | SMO10 | My enterprise social media friends don't invite me when the play online games |                                                                                                                                                                                                  |

---

|                                 |        |                                                                                                 |                                                                                                                                                                 |
|---------------------------------|--------|-------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Psychological rumination</b> | Psy R1 | I had trouble doing other things because different thoughts are coming into my mind             | McCullough ME, Bono G, Root LM. Rumination, emotion, and forgiveness: three longitudinal studies. Journal of personality and social psychology. 2007;92(3):490. |
|                                 | Psy R2 | I wonder why I have these problems and others don't                                             |                                                                                                                                                                 |
|                                 | Psy R3 | I found myself playing with thoughts over and over in my mind                                   |                                                                                                                                                                 |
|                                 | Psy R4 | I think about my failures                                                                       |                                                                                                                                                                 |
|                                 | Psy R5 | My mental energy is running low                                                                 |                                                                                                                                                                 |
| <b>Psychological safety</b>     | Psy S1 | Members of this organization are able to bring up problems and tough issues                     | Edmondson A. Psychological safety and learning behavior in work teams. Administrative science quarterly. 1999;44(2):350-83.                                     |
|                                 | Psy S2 | People in this organization sometimes reject others for being different                         |                                                                                                                                                                 |
|                                 | Psy S3 | It is difficult to ask other members of this organization for help                              |                                                                                                                                                                 |
|                                 | Psy S4 | No one in this organization would deliberately act in a way that undermines my efforts          |                                                                                                                                                                 |
|                                 | Psy S5 | Working with members of this organization, my unique skills and talents are valued and utilized |                                                                                                                                                                 |

---

|                               |      |                                                                      |                                                                                                                                                                                     |
|-------------------------------|------|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Emotional Intelligence</b> | EI1  | I have a good sense of why I have certain feelings most of the time. | Wong C-S, Law KS. The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. Leadership Perspectives: Routledge; 2017. p. 97-128. |
|                               | EI2  | I have good understanding of my own emotions.                        |                                                                                                                                                                                     |
|                               | EI3  | I really understand what I feel.                                     |                                                                                                                                                                                     |
|                               | EI4  | I always know whether or not I am happy                              |                                                                                                                                                                                     |
|                               | EI5  | I always know my friends' emotions from their behavior.              |                                                                                                                                                                                     |
|                               | EI6  | I am a good observer of others' emotions.                            |                                                                                                                                                                                     |
|                               | EI7  | I am sensitive to the feelings and emotions of others.               |                                                                                                                                                                                     |
|                               | EI8  | I have good understanding of the emotions of people around me        |                                                                                                                                                                                     |
|                               | EI9  | I always set goals for myself and then try my best to achieve them.  |                                                                                                                                                                                     |
|                               | EI10 | I always tell myself I am a competent person                         |                                                                                                                                                                                     |
|                               | EI11 | I am a self-motivated person.                                        |                                                                                                                                                                                     |
|                               | EI12 | I would always encourage myself to try my best.                      |                                                                                                                                                                                     |

---

|                   |      |                                                                          |                                                                                                                                                                                                           |
|-------------------|------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | EI13 | I am able to control my temper and handle difficulties rationally.       |                                                                                                                                                                                                           |
|                   | EI14 | I am quite capable of controlling my own emotions.                       |                                                                                                                                                                                                           |
|                   | EI15 | I can always calm down quickly when I am very angry.                     |                                                                                                                                                                                                           |
|                   | EI16 | I have good control of my own emotions.                                  |                                                                                                                                                                                                           |
| <b>Creativity</b> | Cr1  | This employee identifies opportunities for new ways of dealing with work | Jaiswal NK, Dhar RL. Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. International journal of hospitality management. 2015;51:30-41. |
|                   | Cr2  | This employee seeks new ideas and ways to solve problems                 |                                                                                                                                                                                                           |
|                   | Cr3  | This employee generates novel but operable work-related ideas            |                                                                                                                                                                                                           |
|                   | Cr4  | This employee demonstrates originality in his/her work                   |                                                                                                                                                                                                           |

---