Supplemental Files

Table S1: OLS for Support to Job Motivation

	Model 1	Model 2	Model 3
Authorities			
Benevolent Power Use	0.22***		0.21***
	-0.03		-0.03
Procedural Justice	0.25***		0.19***
	-0.04		-0.04
Authority Interactional Justice	-0.04		-0.07**
	-0.03		-0.03
Coworkers			
Workgroup Job Support		0.28***	0.16***
		-0.03	-0.03
Coworker Interactional Justice		0.05*	0.03
		-0.03	-0.03

Controls			
Pay Fairness	0.28***	0.35***	0.26***
	-0.02	-0.02	-0.02
Organizational Size	-0.06***	-0.05**	-0.06***
	-0.02	-0.02	-0.02
Work Overload	-0.02	-0.05**	-0.02
	-0.02	-0.02	-0.02
Job Autonomy	0.18***	0.21***	0.17***
	-0.02	-0.02	-0.02
Manager White	-0.02	-0.03	-0.03
	-0.06	-0.06	-0.06
Manager Gender	-0.01	0.00	-0.01
	-0.05	-0.05	-0.05

Respondent Female	0.02	0.02	0.02
	-0.05	-0.05	-0.05
Respondent White	0.01	0.02	0.00
	-0.06	-0.06	-0.05
Age	0.09***	0.08***	0.09***
	0.00	0.00	0.00
Income	0.00	-0.02	0.00
	-0.02	-0.02	-0.02
Education (ref= hs degree or less)			
Some College/Technical	-0.04	-0.04	-0.05*
	-0.08	-0.08	-0.07
College Degree	-0.02	-0.01	-0.03
	-0.08	-0.08	-0.08

Advanced Degree	0.00	0.01	0.00
	-0.09	-0.09	-0.09
Observations	2037	2040	2036
Adjusted R-squared	0.51	0.46	0.53

Standardized beta coefficients; Standard errors in parentheses

="* p<0.05 ** p<0.01 *** p<0.001"

Table S2: OLS for Support to Extra-Role Behaviors

	Help Coworkers			Offer Suggestions			Extra Work		
	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9	Model 10	Model 11	Model 12
Job Motivation		0.34***	0.19***		0.36***	0.21***		0.46***	0.39***
		(0.04)	(0.04)		(0.04)	(0.04)		(0.04)	(0.05)
Benevolent Power Use	0.14**		0.11*	0.13*		0.09	0.24***		0.16**
	(0.05)		(0.05)	(0.05)		(0.05)	(0.06)		(0.06)
Workgroup Job Support	0.18***		0.15**	0.16***		0.13**	0.06		-0.01
	(0.05)		(0.05)	(0.05)		(0.04)	(0.06)		(0.05)
Authority Procedural Justice	0.09		0.07	0.14*		0.11	0.06		-0.00
	(0.06)		(0.06)	(0.06)		(0.06)	(0.08)		(0.08)

Authority Interactional Justice	-0.07		-0.06	-0.05		-0.04	-0.03		-0.02
	(0.06)		(0.05)	(0.06)		(0.06)	(0.07)		(0.06)
Coworker Interactional Justice	0.14**		0.13**	0.09		0.08	0.04		0.02
	(0.06)		(0.05)	(0.05)		(0.05)	(0.06)		(0.06)
Pay Fairness	0.10*	0.12**	0.05	0.07	0.08*	0.02	0.11**	0.05	0.02
	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)
Overload	0.19***	0.16***	0.20***	0.17***	0.13***	0.17***	0.16***	0.15***	0.17***
	(0.03)	(0.03)	(0.03)	(0.03)	(0.04)	(0.03)	(0.05)	(0.05)	(0.05)
Autonomy	0.15***	0.14***	0.11**	0.16***	0.16***	0.12***	0.14***	0.08*	0.06
	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)
Organization Size	0.07**	0.09***	0.07**	0.02	0.04	0.02	0.01	0.03	0.02
	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)

Manager White	-0.02	-0.02	-0.02	-0.06	-0.06	-0.05	-0.02	-0.02	-0.02
	(0.09)	(0.09)	(0.08)	(0.10)	(0.10)	(0.10)	(0.13)	(0.12)	(0.12)
Manager Gender	0.04	0.04	0.04	0.01	0.01	0.01	0.03	0.03	0.02
	(0.08)	(0.08)	(0.08)	(0.09)	(0.08)	(0.08)	(0.11)	(0.11)	(0.11)
Woman	0.04	0.03	0.04	0.01	0.00	0.00	0.00	-0.01	-0.01
	(0.08)	(0.08)	(0.08)	(0.09)	(0.08)	(0.09)	(0.11)	(0.10)	(0.10)
White	0.05*	0.06*	0.05*	0.02	0.03	0.02	0.07*	0.07**	0.07**
	(0.08)	(0.08)	(0.08)	(0.09)	(0.09)	(0.08)	(0.12)	(0.11)	(0.11)
Age	0.03	-0.02	0.01	0.00	-0.04	-0.02	0.02	-0.03	-0.02
	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)	(0.00)
Income	0.02	0.02	0.02	0.06	0.06	0.06*	-0.05	-0.06	-0.05
	(0.02)	(0.03)	(0.02)	(0.03)	(0.03)	(0.03)	(0.04)	(0.04)	(0.04)

Education (ref = HS or less)									
Some College/Technical	0.00	0.02	0.01	-0.00	0.01	0.00	-0.02	0.00	-0.01
	(0.09)	(0.09)	(0.09)	(0.10)	(0.10)	(0.10)	(0.13)	(0.13)	(0.13)
College Degree	-0.05	-0.02	-0.05	-0.05	-0.03	-0.05	-0.02	-0.01	-0.02
	(0.10)	(0.10)	(0.10)	(0.11)	(0.11)	(0.11)	(0.14)	(0.13)	(0.13)
Advanced Degree	-0.03	-0.01	-0.03	-0.05	-0.04	-0.06	0.01	0.01	0.00
	(0.11)	(0.10)	(0.10)	(0.12)	(0.12)	(0.12)	(0.16)	(0.15)	(0.15)
Observations	2038	2044	2038	2038	2044	2038	2038	2044	2038

Table S3: Model Fit Statistics.

Fit statistic	Value	Description
Likelihood ratio		
chi2_ms(0)	0.000	model vs. saturated
p > chi2	.	
chi2_bs(54)	4723.350	baseline vs. saturated
p > chi2	0.000	
Population error		
RMSEA	0.000	Root mean squared error of approximation
90% CI, lower bound	0.000	
upper bound	0.000	
pclose	1.000	Probability RMSEA <= 0.05
Information criteria		
AIC	104423.647	Akaike's information criterion
BIC	105279.624	Bayesian information criterion
Baseline comparison		
CFI	1.000	Comparative fit index
TLI	1.000	Tucker–Lewis index
Size of residuals		
CD	0.633	Coefficient of determination