Routledge
Taylor & Francis Group

Anxiety, Stress, & Coping
An International Journal

ISSN: (Print) (Online) Journal homepage: https://www.tandfonline.com/loi/gasc20

Daily interpersonal conflicts and daily negative and positive affect: exploring the moderating role of neuroticism

Jørn Hetland, Arnold B. Bakker, Morten B. Nielsen, Roar Espevik & Olav Kjellevold Olsen

To cite this article: Jørn Hetland, Arnold B. Bakker, Morten B. Nielsen, Roar Espevik & Olav Kjellevold Olsen (14 Dec 2023): Daily interpersonal conflicts and daily negative and positive affect: exploring the moderating role of neuroticism, Anxiety, Stress, & Coping, DOI: 10.1080/10615806.2023.2293165

To link to this article: https://doi.org/10.1080/10615806.2023.2293165

Published online: 14 Dec 2023.

ANXIETY, STRESS, & COPING
https://doi.org/10.1080/10615806.2023.2293165

Daily interpersonal conflicts and daily negative and positive affect: exploring the moderating role of neuroticism

Jørn Hetland [a], Arnold B. Bakker [b,c], Morten B. Nielsen [a,d], Roar Espevik [e] and Olav Kjellevold Olsen [a]

[a]Department of Psychosocial Science, University of Bergen, Bergen, Norway; [b]Center of Excellence for Positive Organizational Psychology, Erasmus University Rotterdam, Rotterdam, The Netherlands; [c]University of Johannesburg, Johannesburg, South Africa; [d]National Institute of Occupational Health, Oslo, Norway; [e]Department of Leadership and Command & Control, Swedish Defense University, Stockholm, Sweden

ABSTRACT

Background and Objectives: Drawing on affective events theory, the present study investigates relationships between daily interpersonal conflicts and negative and positive affective reactions, and tested whether trait neuroticism moderates immediate (same day) and persisting (next-day) affective reactions.

Design and Methods: A sample of 53 Norwegian naval cadets completed a diary questionnaire for 30 consecutive days (total $N = 1590$).

Results: As predicted, the findings showed that cadets reported more negative affect (but not less positive affect) on days they were confronted with affective events that were of a conflicting nature. In addition, the proposed interaction effects between daily conflict and neuroticism were significant for both negative and positive affect. Specifically, the immediate and persistent effects of daily conflicts on negative affect were strongest for individuals high (vs. low) in neuroticism. Moreover, individuals high in neuroticism reported less positive affect on days with conflicts, whereas individuals low in neuroticism reported *more* positive affect the two days following interpersonal conflicts.

Conclusions: The findings contribute to affective events theory with important knowledge about the role of trait neuroticism in dealing with interpersonal conflicts in a natural work setting.

ARTICLE HISTORY
Received 20 December 2022
Revised 4 September 2023
Accepted 4 December 2023

KEYWORDS
Affective events theory; interpersonal conflict; diary study; neuroticism

Introduction

Social interaction is fundamental for the performance and success of organizations, teams and the individuals constituting them. However, from time to time, social interactions can be challenging and conflicts are bound to happen when engaging in interpersonal relationships. Interpersonal conflict is a dynamic process occurring between individuals experiencing negative emotional reactions to perceived disagreements and interference with goal attainment (Barki & Hartwick, 2004). Hence, conflicts arise when goals, expectations, and interests between individuals are perceived to be incompatible. Deutsch (1994) described conflicts as constructive or destructive. Constructive conflict can lead to various cognitive benefits such as better judgment, decision making, or

CONTACT Jørn Hetland joern.hetland@uib.no Department of Psychosocial Science, University of Bergen, Christies gt 12, Po Box, N-5020 Bergen, Norway

understanding of others' positions, as well as improved team performance, stronger team cohesion, and positive emotional reactions (Kim et al., 2017). In contrast, destructive conflict weakens collaboration, problem solving, and communication among employees (Deutsch, 1994). Destructive interpersonal conflict constitutes one of the most detrimental stressors in daily life and is a significant source of negative affective reactions (Bolger et al., 1989). As conflicts can promote such different reactions, a pending question is which factors make conflicts into either negative or positive events (Jensen-Campbell et al., 1996).

According to Affective Events Theory (AET; Weiss & Cropanzano, 1996), affective outcomes following stressors, such as interpersonal conflicts, are determined by the personality characteristics of those exposed. Neuroticism may be an especially important personality factor in this regard. Neuroticism refers to a person's degree of emotional instability versus adjustment (Costa & McCrae, 2011). Persons with high scores tend toward excessive worrying and feelings of insecurity, distress, and personal inadequacy, whereas those with low scores tend to be calm, relaxed, secure, and self-satisfied (Suls et al., 1998). Hence, it seems likely that high and low scorers on neuroticism will react quite differently to interpersonal conflicts. To test this hypothesis, this study investigates the role of neuroticism in dealing with daily interpersonal conflicts. Specifically, using diary data from a sample of Norwegian naval cadets, we examine whether neuroticism moderates the impact of exposure to interpersonal conflicts on day-levels of negative and positive affect. Extending previous diary studies on the moderating effect of neuroticism with regard to affective reactions following involvement in interpersonal conflict (Ilies et al., 2011; Suls et al., 1998), which solely focused on negative emotions, this study will AET as an overarching theoretical framework to examine the impact of interpersonal conflicts on both positive and negative emotions, as well as the moderating role of neuroticism.

The study has three main contributions. First, we add knowledge to AET by proposing and testing the hypothesis that Neuroticism strengthens the impact of daily interpersonal conflicts on affective reactions. We argue that individuals high (vs. low) in Neuroticism are most sensitive to interpersonal conflicts because they have low emotional stability and are more likely than average to experience mood swings and feelings such as anxiety, worry, fear, anger, and frustration. These states consume considerable energy and make individuals less equipped to deal with negative work events. Knowledge about how neuroticism determines how a person approaches, behaves, and reacts in conflict situations is important both from a theoretical and practical point of view.

Surprisingly few studies have utilized research designs that sufficiently capture their episodic and dynamic nature of conflicts and emotions. Using a daily diary design, we examine the within-person statistical relationship between interpersonal conflicts and daily affect in a unique operational setting – naval cadets, crossing the ocean with a sail ship. We focus both on immediate (same day) and persistent (next day, two days later) effects, which may provide novel information about short-term affective reactions to interpersonal conflicts.

Third, whereas previous research has exclusively focused on *negative* affect, we argue that interpersonal conflicts also have immediate and delayed ramifications for *positive* affect. Since positive emotions cannot be equated with the absence of negative emotions (Fredrickson, 2001), it is relevant and important to investigate both emotion types.

Theoretical background

A central proposition in affective events theory (AET) is that work-related affective experiences are a function of important work events. Thus, AET " … directs attention away from features of the environment and towards *events as proximal causes of affective reactions*" (Weiss & Cropanzano, 1996, p. 11). Every working day, new things may happen to employees that they will respond emotionally to. Thus, AET assumes that affect levels fluctuate considerably over time, and that patterns of affective reactions influence discrete work behaviors as well as overall job satisfaction. AET further proposed that stable work environment features make certain affective reactions more likely through the occurrence of work events.

Interpersonal conflicts

In the present study, we focus on interpersonal conflict as the trigger work event. The basis for an interpersonal conflict is that we feel that someone else threatens our values, needs, or sense of identity. Hence, conflicts represent an affective event with significant psychological meaning. In support of this notion, meta-analytic research has established interpersonal conflicts to be among the most prominent predictors of health problems and reduced well-being (De Dreu & Weingart, 2003; Nixon et al., 2011). Yet, despite the impact of interpersonal conflicts on distal outcomes, few studies have examined the more immediate distress responses that are likely to serve as mechanisms that may eventually explain how conflict influences health and well-being (Ilies et al., 2011).

Interpersonal conflicts and negative and positive affect

Following AET, interpersonal conflict is a negative affective event and being involved in an interpersonal conflict should therefore increase negative emotions and decrease positive emotions. In support of this assumption, an experience-sampling study from the US revealed that interpersonal conflict influenced employees' intra-individual fluctuations in negative affect over a two-week period (Ilies et al., 2011). We expand this previous research by proposing that daily interpersonal conflicts will influence negative as well as positive affect experienced during the same day, the next day, and two days later. One important reason for this is rumination – repetitively and passively focusing on symptoms of distress and on the possible causes and consequences of these symptoms (Nolen-Hoeksema et al., 2008). Negative rumination is an ineffective regulation strategy, because it leads to a mental representation of the negative event, which leads to prolonged stress reactions (i.e., the perseverative cognition hypothesis; Brosschot et al., 2005; Smith & Alloy, 2009). In a diary study that examined the influence of daily stressors on mental health in a community sample, interpersonal conflicts were not only established as the most distressing event, but it was found that when stressors occurred on a series of days, emotional habituation occurred by the second day for all events except interpersonal conflicts (Bolger et al., 1989). In another diary study, Demerouti and Cropanzano (2017) investigated a range of negative work events, including events related to task accomplishment (e.g., crash of computer, unfinished task, wrong calculations) as well as social events (e.g., conflict/argument with a colleague or supervisor, gossiping, release of a colleague). Negative events had a negative relationship with same-day positive affect (Schaufeli & Bakker, 2010), but were only negatively related to next-day positive affect when participants spent a lot of time complaining and focusing on what went wrong at work rather than on the positive side (i.e., low sportsmanship).

The role of personality

Whereas work environment features may make certain affective reactions more likely through the occurrence of work events, AET proposes that dispositions influence the way events produce affective reactions. Thus, personality factors such as extraversion, agreeableness, and neuroticism are expected to predispose individuals to respond with greater or lesser intensity to work events (Weiss & Cropanzano, 1996). One especially important trait regarding affective reactions to conflict is neuroticism. Neuroticism is characterized by a poor inhibition of impulses, low self-esteem, and social anxiety (McCrae & Costa, 1987). People high in neuroticism often experience feelings of hopefulness, fatigue, and irritability. They use avoiding and distracting coping strategies (e.g., denial, wishful thinking, self-criticism), rather than more approaching strategies (e.g., problem-solving, proactive behavior; Bolger, 1990; McCrae & Costa, 1986). Moreover, individuals high on neuroticism react vigilantly to threatening cues and interpersonal stressors (Denissen & Penke, 2008). This suggests that neurotic persons will be highly distressed when experiencing interpersonal conflicts, and thereby display stronger emotional reactions. For emotionally stable individuals, the impact of daily conflicts on daily affect should be different. First of all, emotionally stable persons are less

susceptible to others' emotions (Doherty, 1997). They are therefore better equipped to cope with unpleasant or angry individuals. Second, emotionally stable persons are less likely to appraise stressful situations as threats (Gallagher, 1990). This makes it more likely that they will respond appropriately in difficult social situations such as an interpersonal conflict.

Evidence for a moderating impact of neuroticism on the link between interpersonal conflicts and negative affect was offered by Suls et al. (1998). Using a daily diary study design, these scholars found that more neurotic individuals were more depressed or saddened on the days conflicts with others occurred. However, the study did not only include conflicts with co-workers or clients, but also arguments and problems getting along with the spouse, children, relatives, neighbors, and friends. It is therefore unclear whether neurotic individuals were more sensitive to interpersonal conflict as a work event – as we predict – or simply reacted more strongly to a wide variety of unpleasant experiences (see also, Ilies et al., 2011).

Hypotheses

On the basis of AET and our review of previous findings, the following hypotheses will be tested in this study: **Hypothesis 1:** There is a positive relationship between daily interpersonal conflicts and negative affect the same day (a), the next day (b), and two days after (c). **Hypothesis 2:** There is a negative relationship between daily interpersonal conflicts and positive affect the same day (a), the next day (b), and two days after (c). **Hypothesis 3:** The positive relationship between daily interpersonal conflicts and negative affect the same day (a), the next day (b), and two days after (c) are strongest when trait neuroticism is high (vs. low). **Hypothesis 4:** The negative relationship between daily interpersonal conflicts and positive affect the same day (a), the next day (b), and two days after (c) are strongest when trait neuroticism is high (vs. low).

Method

Participants and procedure

The sample used in the present study consisted of 53 naval cadets from a Norwegian Military University College, who participated in an eleven-week sea journey from Northern Europe to North America as a part of their obligatory leadership training. All the invited participants were informed about the purpose of the study and gave their written consent to participate before departure. In the consent it was stated that they at any time were free to end their participation in the study, and that their responses would be fully anonymized. The written consent form and the questionnaires were registered and approved by the Norwegian Centre for Research Data prior to the data collection. The study entailed both a cross-sectional trait survey and daily data collections completed during the voyage. In the trait survey, the participants responded to a general questionnaire measuring individual differences including the participant's level of neuroticism. The cadets completed the trait survey one day ahead of leaving the port in Northern Europe.

To obtain daily data, participants received a booklet with diary questionnaires for the first 30 days of their two and a half months stay on the sail ship. In the instructions the cadets were asked to fill out the questionnaire just before dinner at 5 pm each day. To enhance the learning experience and motivation to complete the daily questionnaires during the voyage, the cadets received individual, team level, and a general rapport covering key variables based on their daily reporting after returning in Norway. In addition, a member of the military staff encouraged and reminded the cadets to fill out the daily booklet at the specified time. These efforts contributed to a high response rate in both data collections, namely 100% of the 53 cadets completed the general questionnaire, and 77.5% of the daily questionnaires were completed, yielding 1232 d-level observations at Level 1 (out of 1590 possible day-level observations; 53 cadets $\times$ 30 days). The sample consisted of 47 male participants (88.7%) and 6 female participants (11.3%). The mean age of the participants was 22.9 years (SD = 2.9).

It is worth noting that these cadets are admitted into the naval academy based on high psychological hardiness (Nordmo et al., 2022), which in turn is related to demonstrated skills like adaptability and performance in uncertain and stressful situations (Bartone et al., 2013), as well as ability to sustain pain and pressure over time (Nordmo et al., 2022). They are further screened on trait neuroticism, indicative of a sample of low anxiety and high self-control. Hence, it is likely that the affective responses to conflicts, as well as the frequency of conflicts, may be lower and with less variance in this sample, compared to the general population. Thus, the sampling and basis for this study is conservative, compared to most other samples with more heterogeneity in psychological resilience.

The study hypotheses were not preregistered prior to the data collection.

Measures

Trait survey

Neuroticism was measured using the revised NEO Five Factor Inventory (NEO-FFI-R; McCrae & Costa, 2004). The NEO-FFI contains self-descriptive statements that participants respond to using a 1 (strongly disagree) to 5 (strongly agree) Likert type scale. Example items are: "When I'm under a great deal of stress, sometimes I feel like I'm going to pieces," and "I rarely feel lonely or blue" (reverse scored). The reliability of the scale was good (Cronbach's alpha = .81).

Daily diary booklet

All day-level questionnaires were adapted versions of existing scales. We adjusted the number of questions and the time frame of the scales so they could be answered on a daily basis (cf. Ohly et al., 2010). Reliabilities coefficients (omega (ω)) for each of the daily measures were calculated at both the within-person level and between-person level by using the multilevel confirmatory factor analysis (MCFA) approach described by Geldhof et al. (2014).

Day-level interpersonal conflicts was assessed with a five-item checklist developed by Ilies et al. (2011). For the present study, some items were adjusted to the military context on board the ship, for example, "During the last 24 h, I had a fight with another cadet, civilian crew member, or military staff over a work-related issue", "During the last 24 h another cadet, civilian crew member, or military staff showed disapproval of the way I handled a work situation", and "During the last 24 h another cadet, civilian crew member, or military staff took jabs at or needled me". Responses were given on a five-point scale, ranging from 1 (totally disagree) to 5 (totally agree). The scale demonstrated good reliability at both the within-person level (ω = .71) and between-person level (ω = .91) of analysis.

Day-level negative and positive affect was assessed with 12 items from the IWP Affect Questionnaire (Warr & Parker, 2009). Our measure included six items covering each of the two affective constructs. The items were following a headline stating "During today's shift I have felt … " including three items for activated negative affect (e.g., "nervous"), three items for low activation negative affect (e.g., "depressed"), three items for activated positive affect (e.g., "enthusiastic"), and three items for low-activation positive affect (e.g., "relaxed"). Responses were given on a five-point frequency scale, ranging from 1 (not at all) to 5 (almost all of the time). The within-person level reliability coefficients (ω) were .69 and .74 for the measurement of negative and positive affect respectively, indicating adequate reliability for both scales at within-person level. Calculation of between-person level reliability coefficients indicated good reliability in both the measurement of negative affect (ω = .72) and positive affect (ω = .85) at the respective level of analysis.

Strategy of analysis

To utilize the multilevel structure of the data, where the 30 daily measurements (level 1) of the study constructs are nested within individuals (level 2), we applied multilevel analyzes by using MLwiN 2.30. In the analyzes, the level-1 (day-level) predictors were centered on the person mean, while

the level 2 (person-level) variables were centered on the sample grand mean. To test our hypotheses, we ran a set of three different models for each of the two day-level affective outcomes. In the sequence of models, we first tested a model where the intercept was included as the only predictor (Null Model) allowing us to estimate the amount of variance existing on the respective person-level and day-level across the 30 days. Second, we tested a main effect model, including the day-level explanatory variable (Interpersonal conflicts) and the person-level moderator (Neuroticism). In the third and final model, the hypothesized cross-level interaction between Daily interpersonal conflicts and Trait Neuroticism was included in the model. Succeeding to the multilevel models, we conducted simple slope tests for hierarchal linear models in order to examine whether the slopes in the potential day-level interactions were significantly different from zero (Preacher et al., 2006). The slopes were tested at +/−1 SD for the predictor and moderators, and calculations were based on the asymptotic covariance matrix from the respective multilevel models using R version 3.4.3. To test for possible linear and curve linear time trends and day of the week effects in the data, we tested a model including day, day^2 and day of the week as predictors of both negative affect and positive affect prior to the hypotheses testing multilevel analysis.

Results

Descriptive statistics

Table 1 presents means, standard deviations, and day- and person-level correlations between study variables.

Preliminary analysis

The preliminary analysis checking for possible time and day of the week trends in the data revealed a significant small negative linear effect (B = −.03, $p < .001$), a small significant curvilinear effect (B = .001, < .001), and a significant small negative effect of day of the week (B = −.01, $p < .001$) in the prediction of daily negative affect. The corresponding preliminary analysis predicting daily positive affect did not reveal a significant linear time trend effect (B = .003, $p = .309$). However, both a small significant curve linear time trend (B = −.001, $p < .001$) and day-of-the-week effect (B = −.011, $p = .039$) were found. Hence, a sensitivity check including the respective significant trends was conducted for both negative and positive affect subsequent to testing the hypothesized multilevel models.

Multilevel analysis

Tables 2–4 presents the multilevel models predicting negative and positive affect the same day, the next day, and two days after. As shown in Tables 2–4 the initial unpredicted models (null models) revealed significant and substantial variation in negative affect on both the day-level (80.9%, 74.6%, and 73.4%) and person-level (19.1%, 25.4%, and 26.6%). Correspondingly, the unpredicted

Table 1. Means, standard deviations, and correlations between study variables ($N = 53$ persons; $n = 1590$ measurement occasions).

	$\bar{x}$	SD	1.	2.	3.	4.
1. Neuroticism	2.02	.46	–	−.10	.39**	−.43**
2. Interpersonal conflicts	1.10	.23	–	–	.05	.14
3. Negative affect	1.21	.30	–	.15**	–	−.15
4. Positive affect	2.81	.75	–	−.04	−.30**	–

Note: Correlations below the diagonal are correlations on the within (day) level and correlations above the diagonal are correlations on the between (person) level.
*$p < .05$, ** $p < .001$.

models also revealed significant variation in positive affect on both the day-level (40.9%, 38.7%, and 38.2%) and the person-level (59.1%, 61.3%, and 61.8%). In sum, the unpredicted null models revealed sufficient variance on both levels to continue with the subsequent hypothesized multilevel models for both affective outcomes.

Interpersonal conflicts and negative affect

As shown in Table 2, the main effect models predicting negative affect the same day revealed a significant positive relationship between interpersonal conflicts and negative affect the same day (B = .193, $p < .001$). However, as reported in Tables 3 and 4, interpersonal conflicts were unrelated to next-day negative affect (B = .038, $p = .118$), and negative affect two days after (B = .007, $p = .413$). The results from the main effect model support the existence of a positive relationship between daily interpersonal conflicts and negative affect, but offer no support for the existence of such relationship with negative affect on later days. In addition, the main effect models revealed significant positive main effects of neuroticism in the prediction of negative affect the same day (B = .115, $p = .002$), the next day (B = .101, $p = .007$), and two days after (B = .095, $p = .013$).

Interpersonal conflicts and positive affect

The main effect models did not reveal any significant relationship between interpersonal conflicts and positive affect the same day (B = −.100, $p = .062$), the next day (−.054, $p = .199$), or two days after (B = −.059, $p = .186$). Hence, the hypothesized negative relationships were not supported. In addition, the results from the main effect model revealed significant negative main effects of neuroticism in the prediction of positive affect the same day (B = −.540, $p < .001$), next day (B = −.549, $p < .001$), and two days after (B = −.517, $p = .001$).

Interpersonal conflicts, neuroticism, and negative affect

In the next step, we tested the interaction effects of daily interpersonal conflict with trait neuroticism in the prediction of negative affect during the same day, the next day, and two days later by including the interaction between the two variables in the main effect models. As can be seen in Tables 2–4, the interaction term between interpersonal conflicts and neuroticism contributed significantly to the prediction of negative affect the same day (B = .282, $p = .001$), the next day (B = .161, $p = .021$), and two days after (B = .181, $p = .008$). In order to examine whether the pattern of the interactions was in the hypothesized direction, the slopes of the interactions from the interaction models predicting negative affect the same day, the next day, and two days later were plotted in Figure 1(a–c).

Each of the Figure 1(a–c) indicate a stronger relationship between daily interpersonal conflicts and negative affect among those high in neuroticism compared to those who were low. Consistent with these findings, simple slope tests at the conditional values of +/− 1 standard deviation revealed significant positive slopes for those scoring high on neuroticism, both in the prediction of negative affect the same day (Slope = .332, z = 6.562, $p < .001$), the next day (Slope = .117, z = 2.309, $p = .002$), and two days after (Slope = .097, z = 1.995, $p = .046$). On the contrary, the corresponding slopes for those with low neuroticism were not significant – neither in the prediction of negative affect the same day (Slope = 0.073, z = 1.563, $p = .118$), nor in the prediction of negative affect the next day (Slope = −.031, z = 0.663, $p = .508$), or two days after (Slope = −.069, z = 1.541, $p = .123$). Hence, the positively moderating role of neuroticism was supported for negative affect experienced during the same day and later days.

Interpersonal conflicts, neuroticism, and positive affect

As revealed in the interaction model presented in Tables 2–4, the interactions between daily interpersonal conflicts and neuroticism were significant in the models predicting positive affect the same day (B = −.475, $p = .001$), the next day (B = −.383, $p = .013$), and two days later (B = −.383, $p = .007$).

Figure 2(a–c) visually present these interaction effects. As hypothesized, Figure 2(a) reveals a negative slope between daily interpersonal conflicts and positive affect the same day among

Table 2. Multilevel models predicting same-day negative and positive affect.

	Same-Day Negative Affect						Same-Day Positive Affect					
	Null model		Main effects model		Interaction model		Null model		Main effects model		Interaction model	
	B	SE	B	SE	B	SE	B	SE	B	SE	B	SE
Intercept	1.206**	.020	1.204**	.019	1.204**	.019	2.837**	.078	2.832**	.072	2.839**	.160
Interpersonal conflict			.193**	.037	.203**	.037			−.100	.065	−.116	.065
Neuroticism			.115**	.040	.115**	.040			−.540**	.157	−.540**	.157
Conflict × Neuroticism					.282**	.090					−.475**	.157
Day-level variance	.072	.003	.071	.003	.071	.003	.219	.009	.217	.009	.216	.009
	80.9%						40.9%					
Person-level variance	.017	.004	.015	.004	.015	.004	.316	.063	.259	.053	.259	.053
	19.1%						59.1%					
−2 Log likelihood	363.46		334.23		324.48		1837.20		1788.22		1779.10	

**$p < .01$, * $p < .05$, $N = 53$; measurement occasions = 1590, B = Unstandardized parameter.

Table 3. Multilevel models predicting next-day negative affect and next-day positive affect.

	Next-Day Negative Affect						Next-Day Positive Affect					
	Null model		Main effects model		Interaction model		Null model		Main effects model		Interaction model	
	B	SE	B	SE	B	SE	B	SE	B	SE	B	SE
Intercept	1.192**	.020	1.186**	.019	1.186**	.019	2.836**	.080	2.839**	**.073**	2.839**	.074
Interpersonal conflict			.038	.032	.043	.032			−.054	.064	.042	.064
Neuroticism			.101*	.041	.101*	.041			−.549**	.162	−.549**	.162
Conflict × Neuroticism					.161*	.079					−.383*	.158
Day-level variance	.053	.002	.051	.002	.051	.002	.206	.009	.202	.009	.201	.009
	74.6%						38.7%					
Person-level variance	.018	.004	.015	.004	.015	.004	.326	.065	.276	.056	.276	.056
	25.4%						61.3%					
−2 Log likelihood	−16.56		−52.64		−56.77		1704.18		1610.60		1604.73	

** $p < .01$, * $p < .05$, $N = 53$; measurement occasions = 1590, B = Unstandardized parameter.

Table 4. Multilevel models predicting negative affect and positive affect two days later.

	Negative Affect Two Days Later						Positive Affect Two Days Later					
	Null model		Main effects model		Interaction model		Null model		Main effects model		Interaction model	
	B	SE	B	SE	B	SE	B	SE	B	SE	B	SE
Intercept	1.185**	.019	1.180**	.019	1.185**	.019	2.830**	.079	2.824**	.073	2.824**	.073
Interpersonal conflict			.007	.032	.014	.032			−.059	.066	.046	.066
Neuroticism			.095*	.041	.094*	.041			−.517**	.160	−.516**	.160
Conflict × Neuroticism					.181*	.075					−.383*	.157
Day-level variance	.047	.004	.046	.002	.046	.002	.200	.009	.199	.055	.198	.009
	73.4%						38.2%					
Person-level variance	.017	.002	.016	.004	.016	.004	.324	.065	.269	.009	.269	.055
	26.6%						61.8%					
−2 Log likelihood	−.152.23		−162.51		−.168.28		1610.31		1532.86		1526.89	

** $p < .01$, * $p < .05$, $N = 53$; measurement occasions = 1590, B = Unstandardized parameter.

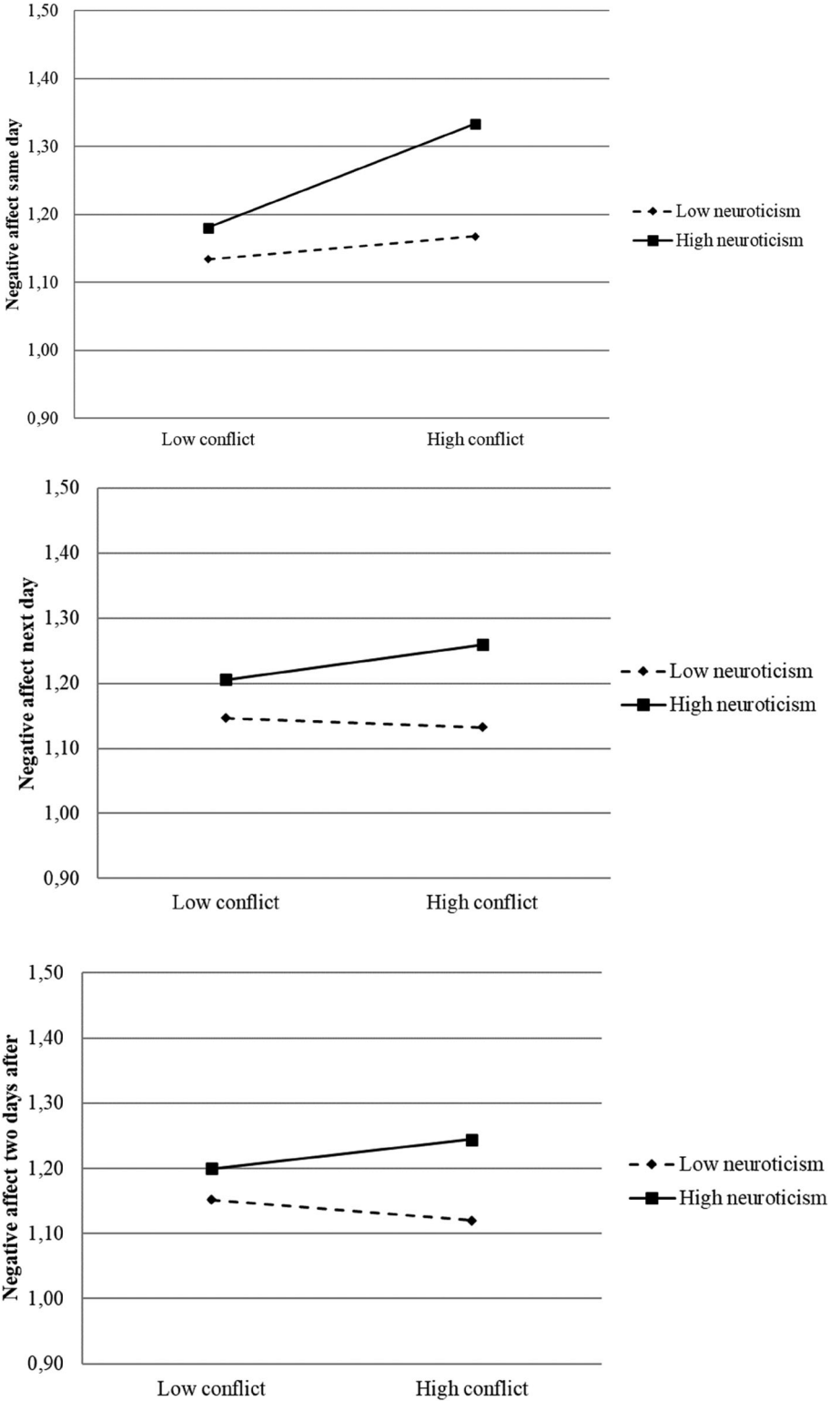

Figure 1. (a–c) Significant interaction effect between daily interpersonal conflicts and trait neuroticism on same-day, next-day, and two days later negative affect.

individuals high in neuroticism; the corresponding slope for individuals low in neuroticism is almost flat. Simple slope tests confirmed this pattern: the slope for those high in neuroticism was significant and negative (Slope = −.335, z = −3.319, p = .001), while the slope for those low in neuroticism was not significant (Slope = .103, z = 1.103, p = .270).

However, as can be seen in Figure 2(b,c), for positive affect experienced on the *next-day* and *two days later* the interaction pattern seems different. There is a weak *positive* relationship between daily interpersonal conflict and positive affect the next day among individuals with low neuroticism, while the corresponding slope for individuals with a high score on neuroticism seems slightly negative. Indeed, results of formal simple slope tests showed that for individuals scoring low on neuroticism there was a significant positive slope (Slope = .218, z = 2.341, p = .019) for the link between daily conflicts and next-day positive affect. In contrast, for individuals scoring high on neuroticism there was a nonsignificant negative slope (Slope = −.134, z = −1.331, p = .183). In a similar vein, for individuals low in neuroticism there was a significant positive slope (Slope = .222, z = 2.3725, p = .018) for the link between interpersonal conflicts and positive affect *two days later*. Again, for individuals high in neuroticism there was a nonsignificant negative slope (Slope = −.130, z = −1.282, p = .200). In sum, the interaction models provide limited support for interactional hypotheses in the predictions of lagged positive affect, in which we predicted a stronger *negative* relationship between daily interpersonal conflicts and positive affect among employees high in neuroticism the next day and two days later.

Sensitivity analysis

Due to the detection of significant trends and day of the week effects all models were re-analyzed including the respective significant time effects for both outcomes. The re-analyzes resolved in almost equal main effects and interaction effects as in the uncontrolled analysis, except for a less pronounced interactional effect between daily interpersonal conflicts and neuroticism in the prediction of the next-day positive affect. However, in the analysis controlling for a curvilinear trend and day-of-the-week effect, the interaction effect was still significant (B = −.270, p = .035). Hence, the results of the sensitivity tests indicate that time trends do not have a substantial influence on the hypothesized relationships.

Discussion

In line with our hypotheses, the findings showed that employees reported more negative affect on the days they were confronted with affective events that were of a conflicting nature. In addition, trait neuroticism had a moderating role in affective reactions to conflicts. Specifically, negative affective reactions the same day, and also the following days, were stronger for individuals high in neuroticism. Consistently, persons high in neuroticism also showed a drop in positive affect on days involved in conflicts. Unexpectedly, individuals *low* in neuroticism showed an *increase* in positive affect on the days following a conflict. In the following, we discuss the most important contributions of this study.

Theoretical contributions

Probably the most important contribution of this study is that it offers empirical evidence for a central prediction in AET, namely that personality predisposes individuals to react more strongly to affective events. We argued and found that Neuroticism qualifies the impact of daily interpersonal conflicts on immediate and more persistent affective reactions. Individuals high in Neuroticism are sensitive to interpersonal conflicts, because they are prone to experiencing negative emotions such as anxiety, worry, and frustration. Moreover, it seems that their relatively low emotional stability makes them more likely than average to experience mood swings. Since negative emotional

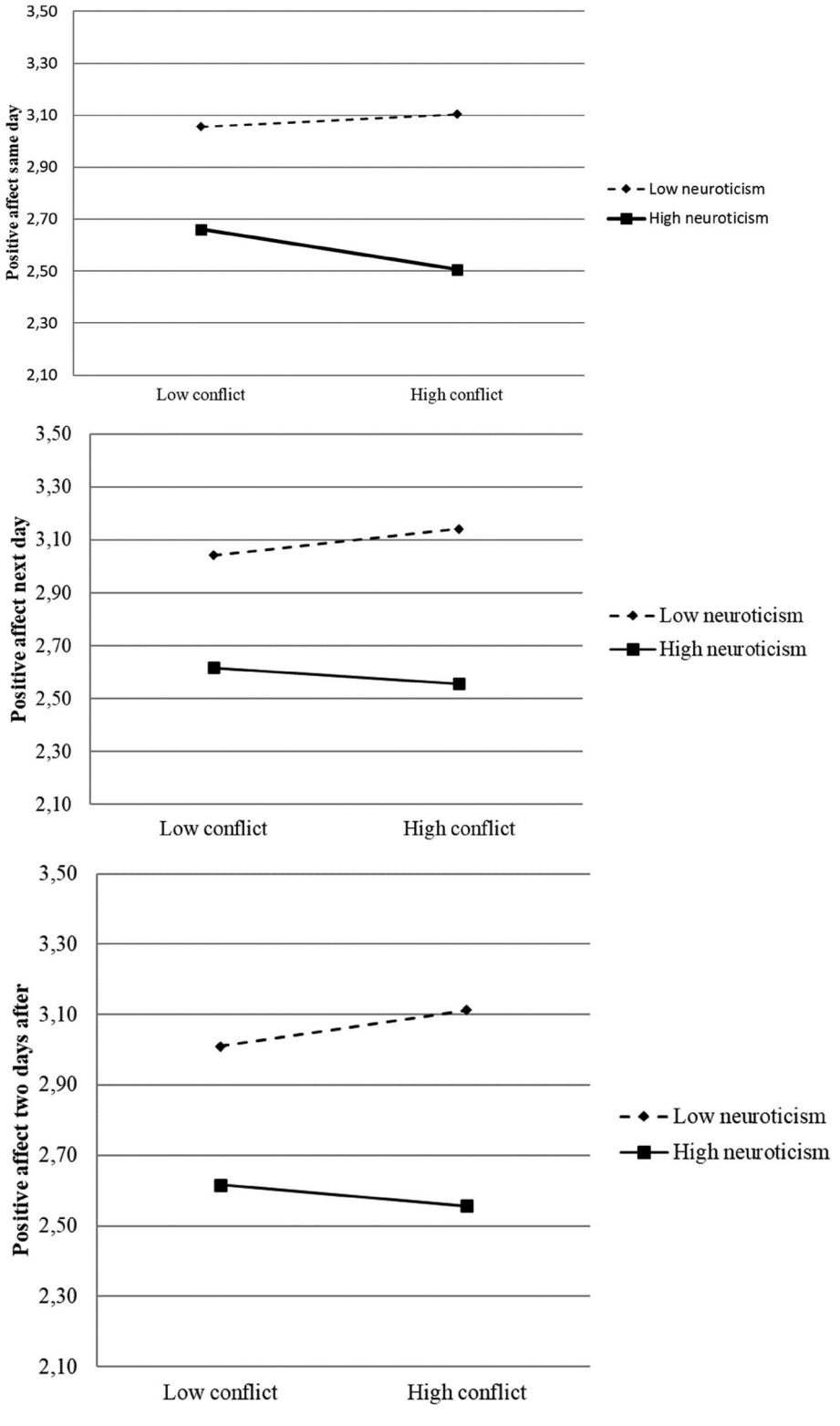

Figure 2. (a–c) Significant interaction effect between daily interpersonal conflicts and trait neuroticism on same-day, next-day, and two days later positive affect.

experiences and affective shifts can be expected to consume considerable energy, individuals high in neuroticism are less well equipped to deal effectively with negative work events. Our findings are consistent with those of Suls et al. (1998), who showed that more neurotic individuals were more depressed when they had problems with others in a wide range of contexts. In addition, the findings are conceptually comparable to those of Ilies et al. (2011) who found that the personality factor of agreeableness moderated the impact of daily interpersonal conflict on negative affect. Taken together, these studies offer support for AET's proposition that personality determines how strong the impact of work events on affective responses is.

A second contribution is that we examine "time" as a key aspect in affective events theory. We argued and found that negative events such as daily interpersonal conflicts have immediate (same-day), but also *delayed effects* (on next-days' experiences) – particularly among individuals high in neuroticism. In accordance with previous intra-individual studies, we found that conflicts and affective experiences are dynamic phenomena that change from one day to another, and should therefore be studied using short-time periods. The findings indicate that daily interpersonal conflicts may carry over to the next day and two days later – but these spillover effects depend on trait neuroticism. These findings clearly contribute to AET, which proposes that affective events may linger. One reason why the effects of interpersonal conflicts on negative affect carry over to the next days is that conflicts offer ample reason for rumination (Nolen-Hoeksema et al., 2008). When people worry about what happened at work and repeatedly think about the reasons for the arguments they had with others – something that is more likely for individuals high (vs. low) in Neuroticism, they may re-live or "rehearse" their negative emotional response. Demerouti and Cropanzano (2017) argue that such a process may create a stronger association in memory, exaggerating the influence of the emotional episode. In contrast, emotionally stable individuals tolerate minor day-to-day stressors without becoming emotionally upset, anxious, or angry (Leger et al., 2016).

Our sample consisted of naval cadets working in a unique operational setting. During the study, the cadets were day and night confined to the same work context, which makes it more difficult to detach psychologically from the events that happen at work. Since detachment helps to recover from work-related stressors (Sonnentag, 2012), lack of detachment may partly explain the lingering effects of interpersonal conflicts on negative affective experiences across days. Our finding that negative work events have immediate and lagged effects for individuals high in neuroticism is consistent with AET's proposition that negative events are incongruent with people's goals and therefore increase negative affect and may disrupt positive affect (cf. Cropanzano & Dasborough, 2015).

The third contribution of this study pertains to the valence of affect. Whereas previous research on the affective outcomes of interpersonal conflicts has particularly focused on *negative* affect, we argued and showed that interpersonal conflicts also have immediate and delayed ramifications for *positive* affect. Since positive emotions cannot be equated with the absence of negative emotions (Fredrickson, 2001), it is relevant and important to investigate both emotion types. We predicted that individuals high in neuroticism would report lower positive affect on the same day and on later days – consistent with the rumination argument discussed above. Interestingly, while we did find the predicted negative influence of daily conflicts on same-day positive affect for individuals *high* in neuroticism, we found small positive effects on positive affect on the days following a conflict for individuals *low* in neuroticism. We can only speculate about the reasons for these unanticipated findings.

One possible explanation is that individuals *low* in neuroticism had a constructive conversation with the involved colleague and positively reflected on the conflict in-between work shifts. Emotionally stable individuals are inclined to perceive stressors as less serious, having smaller consequences, and being more controllable (Leger et al., 2016). Moreover, Rauthmann et al. (2015) found that individuals low in neuroticism often perceive events more positively. A meta-analysis by Connor-Smith and Flachsbart (2007) showed that emotionally stable individuals are also more likely to actively engage in constructive problem solving. Further, positively reflecting about work involves a positive reappraisal of work events or experiences, which can reduce the negative consequences of job-

related strain (Bono et al., 2013). Positive work reflection may have enabled individuals low in neuroticism to further regulate their emotional response to the interpersonal conflict. Taken together, these findings may suggest that emotionally stable individuals have positively construed the interpersonal conflict of the previous day and started to feel good about it.

It should also be noted that the effects were significant but relatively weak, and that the pattern of the daily conflict × trait neuroticism interaction effect on positive affect during the days following the conflict was very similar to the predicted pattern found for same-day positive affect. This may indicate that with more statistical power, we would have detected the negative impact of daily conflicts on positive affect during later days among individuals high in neuroticism. Nevertheless, the findings that emotionally stable individuals seem to *benefit* from interpersonal conflicts is interesting and warrants further investigation.

Limitations and suggestions for future research

The present study has some limitations that should be considered when interpreting the findings. A first possible limitation is that our data were all self-report, raising concerns about inflated correlations and common method variance (Podsakoff et al., 2012). However, the fact that all correlations were lower than .40 suggests that common method variance was not a serious problem in the present study. In addition, we were able to detect the hypothesized interaction effects although interactions are notoriously difficult to find (Jaccard et al., 1990). Apart from that, we argue that participants are in a better position to assess affective events and personal affective experiences than external raters who may only observe part of what is happening. Nevertheless, future research may want to use triangulation by incorporating other-ratings. For example, personality could be reported by others who know the focal participants well, and some affective responses can also be observed in facial expressions (Barsade, 2002).

Second, the present study was conducted using a novel sample of naval cadets in a unique setting – sailing across the North Sea and Atlantic from Europe to the United States. Although the findings were generally consistent with our AET-based predictions, a possible limitation is that most of the sample was male and the work tasks were rather unique (e.g., navigation; military actions; maintenance work). Thus, we do not know whether the findings generalize across genders and to other occupational groups. However, previous research among a range of occupational groups, including teachers, catering personnel, university staff, health care professionals, consultants, and truckers (Demerouti & Cropanzano, 2017; Ilies et al., 2011; Martinez-Corts et al., 2015) has shown that negative work events and, more specifically, interpersonal conflicts fluctuate from day to day, and may result in various unfavorable outcomes. Future research should build on these findings and test AET in other settings and cultures.

Third, due to a restricted number of cadets participating in the journey our sample was limited to 53 subjects across 30 measurement occasions. Based on Monte-Carlo estimations Arend and Schäfer (2019) have recommended samples of 125 level two units and 25 level 1 units to detect medium effect sized cross-level interactions, and 40 level two units and 25 level 1 units to detect large effect sized cross-level interactions, in accordance with the convention of a statistical power of .80 or greater. These findings and recommendations suggest that the present study sample relative to the number of measurements occasions may not have been optimal in testing the hypothesized cross-level interactions in terms of statistical power. Nevertheless, the detected cross-level interactions were either in the hypothesized direction or theoretically meaningful – supporting the validity of the results. Moreover, the sample is clearly within the recommended sample size to examine medium and high effect sized direct effects on the lower level. The relatively high number of measurement occasions also allowed us to adequately test the hypothesized lagged effects.

Fourth, previous studies have shown that positive affect relates to improved task performance (Gillet et al., 2013; Junça-Silva et al., 2017), while negative affect is related to reduced task performance (Gillet et al., 2013) and rumination (Kirkegaard Thomsen, 2006). A possible limitation of the

current study is that we did not investigate whether and how positive and negative affective reactions influenced these cognitive and behavioral outcomes.

Finally, in this study, we only focused on neuroticism as the personality factor that predisposes individuals to respond more strongly to interpersonal conflicts. The interaction effects could be replicated across various measures (same and next day's negative and positive affect), but future AET studies may focus on various other personality factors. Since previous research has already identified agreeableness and extraversion as possible moderators of the impact of affective events on affective reactions (Ilies et al., 2011; Oerlemans & Bakker, 2014; Suls et al., 1998), such new studies may want to include personal characteristics or abilities that seem particularly relevant, such as emotional intelligence (Côté, 2014). When individuals are well able to recognize and regulate their emotions when confronted with negative work events of a social nature, they should respond less negatively. Moreover, since emotionally demanding situations can be seen as challenge-demands for those high in emotional intelligence, interpersonal conflicts may even evoke positive affect among those who score high on emotional intelligence. Future studies should test various alternative personality and ability factors that may moderate the link between work events and affective reactions.

Practical implications

The present study has several practical implications. First, interpersonal conflicts foster negative feelings like nervousness and anger. Such negative emotions have been related to reduced work engagement (Bledow et al., 2011) and impaired job performance (Rispens & Demerouti, 2016). It is therefore important that organizations implement measures to prevent conflicts and reduce their undesirable impact. According to AET (Weiss & Cropanzano, 1996), work events such as daily interpersonal conflicts are more likely in work environments with specific features. Indeed, over the past decades, research has indicated that conflicts with colleagues and the supervisor are more likely in organizations characterized by high job demands and low job resources. This means that managers should try to (a) redesign work environments (see e.g., Holman & Axtell, 2016) characterized by hectically paced work, role ambiguity, and low job control, and (b) offer social support, esteem reward, and transformational leadership (e.g., Appelberg et al., 1991; De Raeve et al., 2008; Kessler et al., 2013). It follows from AET that such interventions will make the occurrence of daily negative work events less likely.

Second, the findings indicate that neuroticism moderates the link between interpersonal conflicts and affective reactions, thus indicating that individuals who score relatively high on neuroticism will profit from training interventions in which they learn to detach from the conflict situation. Being able to mentally disconnect from the conflict should leave employees with more cognitive resources and the ability to focus on their work tasks instead of the conflict (Rispens & Demerouti, 2016). During non-work time, employees may engage in hobbies, sports and exercise, and interact with their family and friends – which will all help to cognitive detach and refrain from thinking excessively about the conflict. Moreover, conflict detachment will prevent that negative affect persists across days. Most likely because of the match between person and situation, those who are emotionally stable seem to experience more positive affect following confrontation with daily conflicts. Thus, managers should carefully observe how their employees react to conflicts, and may want to encourage emotionally stable employees to step forward and solve interpersonal conflicts using their social skills.

Third and finally, Ashkanasy and Daus (2002) propose that when it comes to the management of emotions, organizations may take preventive measures (e.g., the creation of a positive, friendly climate through modeling, selection of employees with respect to emotional intelligence) and retroactive measures (e.g., job redesign, culture changes, training). Linked to the specific findings of the present study, such structural measures will help prevent the onset of conflict episodes, and help employees deal with the work event and accompanying emotions.

Conclusion

The present study shows that negative daily work events in the form of interpersonal conflicts are detrimental for daily employee well-being, and that individuals high in neuroticism are most affected by conflict episodes. Daily interpersonal conflicts are positively related to negative affect and negatively related to positive affect – particularly for those who are less emotionally stable. Since negative emotions have been related to reduced work engagement and impaired job performance, organizations should invest in daily conflict management and provide a resourceful and positive work environment to prevent and reduce daily interpersonal conflicts.

Data availability statement

Due to Military data policies the data cannot be made available in a public digital repository but will be made available to all colleagues upon reasonable request to the corresponding author. This work was not supported by any specific grand but were performed using local funding at the Royal Norwegian Naval Academy and University of Bergen. The authors report no conflicts of interest.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Funding

The author(s) reported there is no funding associated with the work featured in this article.

ORCID

Jørn Hetland http://orcid.org/0000-0001-7845-7092
Arnold B. Bakker http://orcid.org/0000-0003-1489-1847
Morten Birkeland Nielsen http://orcid.org/0000-0001-7858-8623
Roar Espevik http://orcid.org/0000-0002-6472-4636
Olav Kjellevold Olsen http://orcid.org/0000-0002-7674-7229

References

Appelberg, K., Romanov, K., Honkasalo, M. L., & Koskenvuo, M. (1991). Interpersonal conflicts at work and psychosocial characteristics of employees. *Social science and medicine*, *32*(9), 1051–1056.

Arend, M. G., & Schäfer, T. (2019). Statistical power in two-level models: A tutorial based on Monte Carlo simulation. *Psychological Methods*, *24*(1), 1. https://doi.org/10.1037/met0000195

Ashkanasy, N. M., & Daus, C. S. (2002). Emotion in the workplace: The new challenge for managers. *Academy of Management Perspectives*, 16(1), 76–86.

Barki, H., & Hartwick, J. (2004). Conceptualizing the construct of interpersonal conflict. *International Journal of Conflict Management*, *15*(3), 216–244. https://doi.org/10.1108/eb022913

Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, *47*(4), 644–675. https://doi.org/10.2307/3094912

Bartone, P. T., Kelly, D. R., & Matthews, M. D. (2013). Psychological hardiness predicts adaptability in military leaders: A prospective study. *International Journal of Selection and Assessment*, *21*(2), 200–210. https://doi.org/10.1111/ijsa.12029

Bledow, R., Schmitt, A., Frese, M., & Kühnel, J. (2011). The affective shift model of work engagement. *Journal of Applied Psychology*, *96*(6), 1246–1257. https://doi.org/10.1037/a0024532

Bolger, N. (1990). Coping as a personality process: A prospective study. *Journal of Personality and Social Psychology*, *59*(3), 525. https://doi.org/10.1037/0022-3514.59.3.525

Bolger, N., Delongis, A., Kessler, R. C., & Schilling, E. A. (1989). Effects of daily stress on negative mood. *Journal of Personality and Social Psychology*, *57*(5), 808–818. https://doi.org/10.1037/0022-3514.57.5.808

Bono, J. E., Glomb, T. M., Shen, W., Kim, E., & Koch, A. J. (2013). Building positive resources: Effects of positive events and positive reflection on work stress and health. *Academy of Management Journal*, *56*(6), 1601–1627. https://doi.org/10.5465/amj.2011.0272

Brosschot, J. F., Pieper, S., & Thayer, J. F. (2005). Expanding stress theory: Prolonged activation and perseverative cognition. *Psychoneuroendocrinology*, *30*(10), 1043–1049. https://doi.org/10.1016/j.psyneuen.2005.04.008

Connor-Smith, J. K., & Flachsbart, C. (2007). Relations between personality and coping: A meta-analysis. *Journal of Personality and Social Psychology*, *93*(6), 1080. https://doi.org/10.1037/0022-3514.93.6.1080

Costa, P. T. Jr., & McCrae, R. R. (2011). The five-factor model, five-factor theory, and interpersonal psychology. In L. M. Horowitz & S. Strack (Eds.), *Handbook of interpersonal psychology: Theory, research, assessment, and therapeutic interventions* (pp. 91–104). Wiley.

Côté, S. (2014). Emotional intelligence in organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, *1*(1), 459–488. https://doi.org/10.1146/annurev-orgpsych-031413-091233

Cropanzano, R., & Dasborough, M. T. (2015). Dynamic models of well-being: Implications of affective events theory for expanding current views on personality and climate. *European Journal of Work and Organizational Psychology*, *24*(6), 844–847. https://doi.org/10.1080/1359432X.2015.1072245

De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology*, *88*(4), 741–749. https://doi.org/10.1037/0021-9010.88.4.741

Demerouti, E., & Cropanzano, R. (2017). The buffering role of sportsmanship on the effects of daily negative events. *European Journal of Work and Organizational Psychology*, *26*(2), 263–274. https://doi.org/10.1080/1359432X.2016.1257610

Denissen, J. J. A., & Penke, L. (2008). Neuroticism predicts reactions to cues of social inclusion. *European Journal of Personality*, *22*(6), 497–517. https://doi.org/10.1002/per.682

De Raeve, L., Jansen, N. W., Van Den Brandt, P. A., Vasse, R. M., & Kant, I. (2008). Risk factors for interpersonal conflicts at work. *Scandinavian journal of work, environment & health*, 96–106.

Deutsch, M. (1994). Constructive conflict-management for the world today. *International Journal of Conflict Management*, *5*(2), 111–129. https://doi.org/10.1108/eb022738

Doherty, R. W. (1997). The emotional contagion scale: A measure of individual differences. *Journal of Nonverbal Behavior*, *21*(2), 131–154. https://doi.org/10.1023/A:1024956003661

Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, *56*(3), 218–226. https://doi.org/10.1037/0003-066X.56.3.218

Gallagher, D. J. (1990). Extraversion, neuroticism and appraisal of stressful academic events. *Personality and Individual Differences*, *11*(10), 1053–1057. https://doi.org/10.1016/0191-8869(90)90133-C

Geldhof, G. J., Preacher, K. J., & Zyphur, M. J. (2014). Reliability estimation in a multilevel confirmatory factor analysis framework. *Psychological Methods*, *19*(1), 72–91. https://doi.org/10.1037/a0032138

Gillet, N., Vallerand, R. J., Lafreniere, M.-A. K., & Bureau, J. S. (2013). The mediating role of positive and negative affect in the situational motivation-performance relationship. *Motivation and Emotion*, *37*(3), 465–479. https://doi.org/10.1007/s11031-012-9314-5

Holman, D., & Axtell, C. (2016). Can job redesign interventions influence a broad range of employee outcomes by changing multiple job characteristics? A quasi-experimental study. *Journal of Occupational Health Psychology*, *21*(3), 284. https://doi.org/10.1037/a0039962

Ilies, R., Johnson, M. D., Judge, T. A., & Keeney, J. (2011). A within-individual study of interpersonal conflict as a work stressor: Dispositional and situational moderators. *Journal of Organizational Behavior*, *32*(1), 44–64. https://doi.org/10.1002/job.677

Jaccard, J., Wan, C. K., & Turrisi, R. (1990). The detection and interpretation of interaction effects between continuous variables in multiple regression. *Multivariate Behavioral Research*, *25*(4), 467–478. https://doi.org/10.1207/s15327906mbr2504_4

Jensen-Campbell, L. A., Graziano, W. G., & Hair, E. C. (1996). Personality and relationships as moderators of interpersonal conflict in adolescence. *Merrill-Palmer Quarterly-Journal of Developmental Psychology*, *42*(1), 148–164.

Junça-Silva, A., Caetano, A., & Lopes, R. R. (2017). Daily uplifts, well-being and performance in organizational settings: The differential mediating roles of affect and work engagement. *Journal of Happiness Studies*, *18*(2), 591–606. https://doi.org/10.1007/s10902-016-9740-2

Kessler, S. R., Bruursema, K., Rodopman, B., & Spector, P. E. (2013). Leadership, interpersonal conflict, and counterproductive work behavior: An examination of the stressor–strain process. *Negotiation and Conflict Management Research*, *6*(3), 180–190. https://doi.org/10.1111/ncmr.12009

Kim, S., Bochatay, N., Relyea-Chew, A., Buttrick, E., Amdahl, C., Kim, L., Frans, E., Mossanen, M., Khandekar, A., Fehr, R., & Lee, Y. M. (2017). Individual, interpersonal, and organisational factors of healthcare conflict: A scoping review. *Journal of Interprofessional Care*, *31*(3), 282–290. https://doi.org/10.1080/13561820.2016.1272558

Kirkegaard Thomsen, D. (2006). The association between rumination and negative affect: A review. *Cognition and Emotion*, *20*(8), 1216–1235. https://doi.org/10.1080/02699930500473533

Leger, K. A., Charles, S. T., Turiano, N. A., & Almeida, D. M. (2016). Personality and stressor-related affect. *Journal of Personality and Social Psychology*, *111*(6), 917. https://doi.org/10.1037/pspp0000083

Martinez-Corts, I., Demerouti, E., Bakker, A. B., & Boz, M. (2015). Spillover of interpersonal conflicts from work into nonwork: A daily diary study. *Journal of Occupational Health Psychology*, *20*(3), 326. https://doi.org/10.1037/a0038661

McCrae, R. R., & Costa, P. T. Jr. (1986). Personality, coping, and coping effectiveness in an adult sample. *Journal of Personality*, *54*(2), 385–404. https://doi.org/10.1111/j.1467-6494.1986.tb00401.x

McCrae, R. R., & Costa, P. T. Jr. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, *52*(1), 81. https://doi.org/10.1037/0022-3514.52.1.81

McCrae, R. R., & Costa, P. T. Jr. (2004). A contemplated revision of the NEO five-factor inventory. *Personality and Individual Differences*, *36*(3), 587–596. https://doi.org/10.1016/S0191-8869(03)00118-1

Nixon, A. E., Mazzola, J. J., Bauer, J., Krueger, J. R., & Spector, P. E. (2011). Can work make you sick? A meta-analysis of the relationships between job stressors and physical symptoms. *Work and Stress*, *25*(1), 1–22. https://doi.org/10.1080/02678373.2011.569175

Nolen-Hoeksema, S., Wisco, B. E., & Lyubomirsky, S. (2008). Rethinking rumination. *Perspectives on Psychological Science*, *3*(5), 400–424. https://doi.org/10.1111/j.1745-6924.2008.00088.x

Nordmo, M., Sørlie, H. O., Lang-Ree, O. C., & Fosse, T. H. (2022). Decomposing the effect of hardiness in military leadership selection and the mediating role of self-efficacy beliefs. *Military Psychology*, *34*(6), 697–705. https://doi.org/10.1080/08995605.2022.2054658

Oerlemans, W. G., & Bakker, A. B. (2014). Why extraverts are happier: A day reconstruction study. *Journal of Research in Personality*, *50*, 11–22. https://doi.org/10.1016/j.jrp.2014.02.001

Ohly, S., Sonnentag, S., Niessen, C., & Zapf, D. (2010). Diary studies in organizational research. *Journal of Personnel Psychology*, *9*(2), 79–93. https://doi.org/10.1027/1866-5888/a000009

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, *63*(1), 539–569. https://doi.org/10.1146/annurev-psych-120710-100452

Preacher, K. J., Curran, P. J., & Bauer, D. J. (2006). Computational tools for probing interactions in multiple linear regression, multilevel modeling, and latent curve analysis. *Journal of Educational and Behavioral Statistics*, *31*(4), 437–448. https://doi.org/10.3102/10769986031004437

Rauthmann, J. F., Sherman, R. A., Nave, C. S., & Funder, D. C. (2015). Personality-driven situation experience, contact, and construal: How people's personality traits predict characteristics of their situations in daily life. *Journal of Research in Personality*, *55*, 98–111. https://doi.org/10.1016/j.jrp.2015.02.003

Rispens, S., & Demerouti, E. (2016). Conflict at work, negative emotions, and performance: A diary study. *Negotiation and Conflict Management Research*, *9*(2), 103–119. https://doi.org/10.1111/ncmr.12069

Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker, & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10–24). Psychology Press.

Smith, J. M., & Alloy, L. B. (2009). A roadmap to rumination: A review of the definition, assessment, and conceptualization of this multifaceted construct. *Clinical Psychology Review*, *29*(2), 116–128. https://doi.org/10.1016/j.cpr.2008.10.003

Sonnentag, S. (2012). Psychological detachment from work during leisure time: The benefits of mentally disengaging from work. *Current Directions in Psychological Science*, *21*(2), 114–118. https://doi.org/10.1177/0963721411434979

Suls, J., Martin, R., & David, J. P. (1998). Person-environment fit and its limits: Agreeableness, neuroticism, and emotional reactivity to interpersonal conflict [peer reviewed]. *Personality and Social Psychology Bulletin*, *24*(1), 88–98. https://doi.org/10.1177/0146167298241007

Warr, P., & Parker, S. (2009). *IWP affect questionnaire*. University of Sheffield.

Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. In B. M. Staw, & L. L. Cummings (Eds.), *Research in organizational behavior: An annual series of analytical essays and critical reviews* (Vol. 18, pp. 1–74). Elsevier Science/JAI Press.